

Austria	\$620m	Iran	Rm210	Pakistan	Rm25
Croatia	Obt 300k	Ireland	Sh14,000	Philippines	Peso 40
Denmark	SEFr 100	Italy	L220k	Poland	Zl 17,000
Greece	CS1.00	Jordan	JOD 1.00	Portugal	Esc 165
Germany	DM 1.00	Kuwait	WD 1.00	Spain	peseta 600
Italy	ESL 1.00	Luxembourg	EUR 1.00	Singapore	S\$1.10
Finland	FIM 1.00	Morocco	MDH 1.00	Sri Lanka	Rs 100
France	FF 1.00	Netherlands	NLG 1.00	Sweden	SEK 12
UK	£ 1.00	Spain	PE 1.00	Turkey	Lira 1,000
Hungary	Forint 1.00	Slovenia	SIK 1.00	Ukraine	Ukrainian hryvnia 1.00
Iceland	ISK 1.00	Switzerland	SF 1.00	Venezuela	Bolivar 1.00
India	Rs 1.00	Yugoslavia	YU 1.00	Yemen	LRD 1.00
Indonesia	Rp 1.00	Oman	OMR 1.00	UAE	Dh 1.00

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THE FINANCIAL TIMES LIMITED 1991

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Friday March 1 1991

NETHERLANDS

Farmers' anger at EC subsidy moves

Page 30

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World News
Soviet miners begin strike for 150 per cent pay rise

The Soviet government faces a new challenge to its authority today as nearly a million miners from the main Soviet coal areas start an indefinite strike for higher pay, better food and decent housing. The miners are trying to boost their wages by up to 150 per cent. Page 18

BNL fraud charges
Two officers of a US subsidiary of Italy's Banca Nazionale del Lavoro (BNL) were indicted along with eight others in a scheme to defraud the bank of more than \$1bn for the benefit of the Iraqi government.

Building collapses
Radio reports said 40 people were killed and about 100 trapped when a four-year-old building collapsed in an Afghan town. Defective foundations were blamed.

New Soviet adviser
President Mikhail Gorbachev appointed a middle-ranking Communist party official as his economic adviser, confirming his increasing reliance on the party and split with Soviet radicals. Page 6

Bangladesh poll
Mrs Khaleda Zia looked set to be the next leader of Bangladesh after her party emerged victorious in the country's first free parliamentary elections in 20 years. Page 8

Draft plan rejected
The king of Thailand rejected an interim constitution proposed by a military junta which seized power in a bloodless coup last weekend. Backed by the army, the junta checked. Page 8

Killing 'not political'
Tunis said that Wednesday's slaying of Robert-Jan Akkerman, a Dutch diplomat responsible for contacts with the Palestine Liberation Organisation, was not politically motivated despite a report that he was killed by a "pro-Iraqi group".

Shuttle launch delayed
US space officials postponed the shuttle Discovery's planned launch in order to repair cracked fuel door hinges on the spacecraft.

Ethiopian setback
A fresh outbreak of fighting between rebels and government troops in the Ethiopian highlands has set back peace hopes and could threaten famine relief efforts. Page 8

Seoul clampdown
South Korean police raided seven universities and seized thousands of firebombs and other weapons in a pre-emptive strike to stop violent anti-government demonstrations.

Letter condemned
Uffe Ellermann-Jensen, the Danish foreign minister, denounced a letter signed by 22 Danish politicians which urged the Philippines to shut down US military bases on its soil.

Newsprint runs low
Cuba is cutting back printing and circulation of its already reduced national and provincial newspapers because of a severe shortage of newsprint sourced from the Soviet Union. Page 21

Weekend FT

Tomorrow:
The press grapples with freedom in eastern Europe

Maastricht's art fair — a colour special

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Business Summary
Ciba-Geigy cuts dividend as operating profit falls

Ciba-Geigy, Switzerland's leading chemicals group, is cutting its dividend after posting a fall of more than 33 per cent in operating profit in just over SF1bn (\$735m) in 1990.

The board proposes to lower the dividend from SF165 to SF160 a share and participating certificate. Page 19

MARKETS: Wall Street: At mid-session, Dow Jones Industrial Average was 8.66 lower at 2,880.45. Tokyo: Nikkei closed up 313.97 at 26,409.22. Back Page, Section II: Lex, Page 18

PHILIPS: Dutch electronics group — reporting record multi-billion guilder loss for 1990 — said sales had dropped in early 1991, but predicted it would end year with a profit. Page 19

EUROPEAN monetary union: Chancellor Helmut Kohl, defending Germany's policies on EMU, insisted that "convergence in economic and budgetary policies" was the decisive condition for moving to European currency. Page 18

BARCLAYS: UK's largest clearing bank, suffered bad debts totalling more than £200m (£150m) in the UK last year as recession took its toll. Page 19

SPANISH Treasury: following Bank of England's half percentage point interest rate cut, lowered interest rates on its treasury bills and three and five-year bonds. Page 18

ICL: largest UK manufacturer, reported annual pre-tax profits down from £1.53bn (£2.9bn) in 1989 to £977m in 1990. Page 19

CANADA's gross domestic product shrank by an annual 4 per cent, adjusted for inflation, in fourth quarter of 1990. Biggest decline since 1981-83 recession. Page 6

NATIONAL Australia Bank: is to make a rights issue to raise up to \$A1.1bn (\$866.1m). Page 19

RIO Alcan: Canadian mining and metals group, has declared a large special dividend and is paying almost half its business up for sale. Page 20

STATOIL: Norwegian state oil company, announced record 74 per cent increase in pre-tax profit, before extraordinary items, of Nkr14.4bn (\$2.42bn) in 1990. Page 22

POLAND: US wants to secure agreement to write off much of Poland's \$35bn debt to foreign governments before President Lech Wałęsa visits Washington. Page 6

CETUS: US biotechnology company, has won legal battle against US chemicals giant Du Pont. The suit threatened to invalidate Cetus patents covering microbiology technology. Page 20

MORGAN Grenfell: UK merchant banking subsidiary of Germany's Deutsche Bank, has been appointed by Vladivostok authorities in Soviet far east to advise on developing local infrastructure and economy. Page 6

ANGLOVAAL: South African mining house, increased turnover and profits in six months to end-December. Page 21

Iraqis agree to comply with UN resolutions but other issues remain unsettled
Allies begin search for peace

By Peter Riddell in Washington and David White and Alison Smith in London

STEPS TO look beyond the Gulf war and secure a lasting peace were under way in allied capitals yesterday as Iraq's government agreed to comply with all United Nations Security Council resolutions on the crisis while not yet accepting the US and allied terms for a permanent ceasefire.

After the exhilaration in Washington following the US President George Bush's declaration on Wednesday night of allied victory, there was a low-key mood yesterday as discussions focused on the practical matters of bringing the troops home and on post-war diplomatic moves.

The White House said that until Iraq agreed to all the coalition demands, the suspension of offensive military action declared by Mr Bush early yesterday would remain in force.

This would apply even if Iraq exceeded the 48-hour deadline set for discussions on the military arrangements. Hostilities will only restart if Iraq fires on the allies and launches Scud missiles against other countries.

The sheer size of the allied victory became clearer yesterday as defence officials in London put the total of Iraqi war prisoners as high as 175,000. There was no authoritative figure on the number of Iraqi casualties but Saudi officials said that there could be between 60,000 and 100,000 dead and wounded.

The Iraqis are also believed to have lost 3,000 of the 4,000-plus tanks they had deployed in the Kuwait region and most of their heavy guns and armoured vehicles.

A British defence official said that the Iraqi army was well equipped but devoid of training and tactical depth. "It was totally out of its depth," he said.

Once Iraq agrees to all the allied conditions — the immediate release of all prisoners of war, third country nationals and the estimated 40,000 Kuwaiti detainees and to provide information on the location of all sea and land mines

General Norman Schwarzkopf, the allied commander, will meet his Iraqi military counterpart to set the details on how a formal ceasefire would be put into effect.

Mr John Major, Britain's prime minister, called the allied operation "one of the most remarkable military campaigns of all time", and said that the task now was to look to the future and secure peace".

The White House said that

Amid satisfaction that the

war had ended with such a low level of allied casualties, Mr Major made it clear that the coalition would be free to use force if Iraq failed to comply with the ceasefire terms.

Mr Bush and Mr James Baker, US secretary of state, continued discussions with other world leaders on post-war arrangements.

Mr Baker has already asked

Mr Alexander Bessmertnykh, the Soviet foreign minister, to urge the Iraqis to agree to the allied ceasefire terms, which

Continued on Page 18

determined optimist after the liberation of the country, but it neither damped the celebrations nor worried the firefighters.

Oil tanks are ablaze, but the fires will soon burn out or be extinguished, and the refineries appear to have escaped with only partial damage.

Mr Manhal al-Jezira, fire and safety engineer at the Mina al-Ahmad refinery, said:

"Damages are minimal here. It's only a few tanks, which

are easy to ignite. You see it from a distance and think 'Oh my God', but it's only a tank. We have several fires and in the next couple of days they will be under control."

Firemen are hoses down a charred but intact oil tank as he spoke. At nearby Shuaiba — where most of the smoke was coming from — the fire-fighting team had decided to allow three huge tanks to burn out because they had already buckled and collapsed. Mr al-

Jezira said: "My personal view is that it's not that bad," he said. "It's just that the west is always concerned about pollution. We're still surviving and our children are healthy."

Mr al-Jezira looks relatively unscathed, although the allies bombed some of the units which were making refined products for the Iraqi army about a month ago. The workers — who stole petrol during the occupation by

Continued on Page 18

Ford warns of big first-quarter loss and plans \$3bn cost cuts

By Martin Dickson in New York

FORD MOTOR yesterday warned of a substantial first-quarter loss and unveiled plans to cut costs by \$3bn. Among new cost-cutting measures it announced an early retirement programme for white collar staff and some salaried lay-offs.

This is the latest round in a series of cuts by all the big three US motor manufacturers as they battle against a slump in North American demand for cars.

Mr Harold Poling, chairman of the second biggest US motor company and Ford, was already half way towards its goal of cutting costs by \$3bn by the end of 1991.

However, the decline in the car market in recent months had made tougher action necessary.

Early retirement will be offered to salaried staff aged between 55 and 62 both in the US and abroad, with a substantial first-quarter loss.

In common with other vehicle manufacturers, Ford's cost-cutting programme also covers areas such as plant efficiency and materials costs. It has already asked parts suppliers to reduce their prices.

Analysts expect Ford to cut its dividend in April. General Motors, the largest US car maker, cut its dividend at the beginning of February.

Mr Poling, in an address to US employees on close circuit television, said Ford was committed to increased capital spending for new products and plants, and the challenge was to "improve the efficiency with which we invest in our future".

The Ford cost-cutting measures reflect a growing squeeze on the automotive industry worldwide, as sales fall in North America and Europe and growth also slows in Japan.

GM, the largest US motor manufacturer, recently disclosed a \$1.6bn loss for the fourth quarter of 1990, its biggest quarterly deficit.

Its full-year loss, also a record, totalled \$2bn on sales £5.5bn down at \$10.8bn.

Ford's financial performance last year was its weakest since 1982, and Mr David McCammon, company treasurer, warned of a possible loss for the full year.

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Ford's financial performance last year was its weakest since 1982

THE GULF CEASEFIRE

Reconstruction of emirate will take years

Tony Walker explains how the Kuwaitis plan to get their devastated country up and running again

THE reconstruction of Kuwait presents the emirate with an enormous challenge, requiring big sacrifices by Kuwaitis, said the emir, Sheikh Jaber al-Ahmed al-Sabah, this week.

"It was certainly no underestimate of the task facing the newly-returned government under his cousin, Sheikh Saad al-Abdullah al-Sabah, the crown prince and prime minister."

With oil fires burning in almost two-thirds of the emirate's 850 wells, extensive damage to refineries and other vital installations, and with power stations and de-salination plants vandalised, reconstruction work will go on for years.

Estimates of the cost of rebuilding Kuwait range from \$50bn (£25.5bn) to \$100bn. But until engineers have surveyed the damage, these figures

remain highly speculative.

"Realistically they won't know the cost until they go back in and do all the surveys," said Mr Christopher Wilton, Britain's senior commercial attaché in Saudi Arabia, who has helped establish a British trade office in the country's Eastern Province.

Prudently, the Kuwaiti authorities have been planning for months for their return in the knowledge that failure to handle post-war reconstruction efficiently would reflect badly on the regime.

Many Kuwaitis already criticise the ruling al-Sabah family for lack of foresight in dealing with the Iraqi menace.

Kuwaiti rulers see the restoration of water, electricity and sewerage as the first priority. Planning for this was entrusted to Mr Ibrahim al-

Shafeen, a senior Kuwaiti civil servant and an architect, who heads the Kuwait Economic Reconstruction team.

Mr al-Shafeen, who made his headquarters in Dhahran, has negotiated dozens of contracts for rehabilitation work in Kuwait, of which at least 70 per cent have gone to US companies. The remainder have been distributed among other coalition partners, including Saudi Arabia, Britain and Egypt.

But Kuwaiti officials are making it clear that price remains an important consideration in negotiating tenders, and this message is being pressed home in discussions between Kuwait and allied officials.

So far contracts worth \$1bn have been negotiated. Easily the most important was an agreement with the US Army Corps of Engineers,

which has been designated to help restore infrastructure facilities and systems controlled by the Ministry of Public Works, the Ministry of Electricity and Water and the National Guard.

Mr Ben Wood, deputy programme manager of the Kuwait Emergency Recovery Office (KERO), under the US Army Corps of Engineers, said the Kuwaitis were working on a three-phase recovery programme, beginning with a 90-day emergency phase, to be followed by a rehabilitation phase and a recovery phase. He expected the recovery to last five years, involving the rebuilding of existing facilities and construction of new ones.

"Our first priority," he said, "is to get utilities throughout the city operating. Restore power lines and sewage pumps and carry out limited

repairs on roads to get the city functioning again." Other priorities included bringing hospitals back into operation quickly, opening the airport, ensuring medical supplies and arranging food distribution.

A special committee under Mr Abdul Hameed al-Hussein, a senior official of the Finance Ministry, has been negotiating food contracts to prepare for the return to Kuwait. He has signed contracts for the quick supply of rice, sugar, milk, lentils, tomato paste and baby food to feed a population that could rise from less than 500,000 to about 1m within three months.

Mr al-Hussein said that his committee was also buying water from Turkey to replace lost production from de-salination plants. Water from Turkey was being trucked across Jordan and Saudi Arabia.

Food, detergents and cleaning equipment would be provided to Kuwaiti residents free of charge for the first month, and then on a subsidised basis. "Kuwait helped many countries who suffered disaster in peacetime, sometimes we were the first to help," he said. "Now our responsibility is to help our people in Kuwait."

KERO, under the direction of the US Army Corps of Engineers, has divided Kuwait city into eight areas and has asked US consulting engineers to conduct surveys to determine what needs to be done in each area. These individual surveys will form the basis of a master plan. Mr Wood, who described Kuwait as the "biggest reconstruction job in living memory," said: "The day the war is over the disaster begins for us."

Power supply needed quickly

By Andrew Baxter

SECURING short-term power supplies is the immediate aim in rebuilding Kuwait's war-torn electricity industry. Mr Suleiman Mutawa, planning minister, said on Wednesday that equipment was already available in nearby countries.

With reports indicating that much of the country's network has been heavily damaged or destroyed, the prospect of work in Kuwait is generating great interest in the world's contract-hungry power engineering groups.

The quickest way to obtain temporary power, industry experts say, is to bring in medium-sized gas turbines, mounted on low loaders, connect them to a gas supply, and use them to power large buildings or districts. "All sorts of suppliers will be hanging on the ministry's door offering this equipment," said one consultant yesterday.

In the long term, Kuwait has to decide what its power needs will be, and much will depend on its population policy and the availability of oil and gas. Before the invasion by Iraq, Kuwait had forecast a rise in demand, and in 1990 it awarded a \$600m contract to Japan's Mitsubishi Heavy Industries to supply generators and turbines for the planned 2,400MW Subiya power station in northern Kuwait.

But the Subiya project was suspended after the invasion, and Mitsubishi has stopped work on the equipment it was due to deliver. Mitsubishi hopes the contract will be revived.

With recession in many big western markets, and a dearth of new nuclear power station orders, there is not much new capacity being added worldwide. So even 1,000MW of new capacity would be "pretty hard fought over", said Mr Steve Thomas, senior fellow at Sussex University's Science Policy Research Unit.

In an industry where success depends crucially on contracts built up over many years, Mitsubishi, Japan's biggest maker of energy-related equipment, may have an advantage on contracts for generators and turbines. But other suppliers such as the Anglo-French GEC Alsthom, the Swiss-Swedish Asea Brown Boveri (ABB) and Westinghouse of the US are thought unlikely to miss any opportunity to bid.

But there are two big unresolved questions. First, how much damage has been caused by bombing to power stations already built?

Kuwait has two other 400MW stations, one completed a year ago and another that has been functioning since about 1983. Mr Mike Cunliffe, partner at Tyneside-based consulting engineers Merz and McLellan, believes it is highly unlikely that these installations have been damaged beyond repair.

With the cost of a new 2,400MW station running at \$1bn, "you can do an awful lot of remedial work with that," he said.

Merz and McLellan designed the plant and equipment for Subiya, and Mr Cunliffe, along with other consultants, is pushing hard to get involved in damage assessment work in Kuwait.

The second question is the extent of damage to the power distribution network. This could involve rehabilitation of around 20 high-voltage substations, about 80 per cent of which were originally supplied by ABB.

EC aid for Iraq

The European Commission yesterday announced Ecu500,000 (£250,000) emergency aid for water purification equipment for Iraq. Reuters reports from Brussels.

A mobile water treatment plant, to be bought and operated by the International Red Cross, would arrive in Baghdad tomorrow.

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Freeze on Kuwaiti assets to stay for time being

By Rachel Johnson, Economics Staff

KUWAITI and Iraqi assets in the UK and the US are to remain frozen for the time being even though the Gulf war has ended, both national treasuries indicated yesterday.

However, the clampdown on the country's financial assets is under continuous review in the UK and the US. It is expected that the resolution of the war will swiftly precipitate the freezing of Kuwaiti assets in the UK and elsewhere.

As the bulk of the country's external assets are booked and run through the UK, the Bank of England imposed tight controls on withdrawals from any Kuwaiti-controlled accounts. Kuwaiti businesses in the UK have also been operating under restrictions. The National Bank of Kuwait has temporarily been moved to London.

A punitive freeze on Iraqi assets was also imposed by the US Treasury under emergency powers granted by the Treasury and Foreign Office.

The sudden clampdown on

control now that Iraq has withdrawn.

A protective freeze on Kuwaiti assets against withdrawals by Iraq was imposed on August 2 at the request of the Kuwaiti government.

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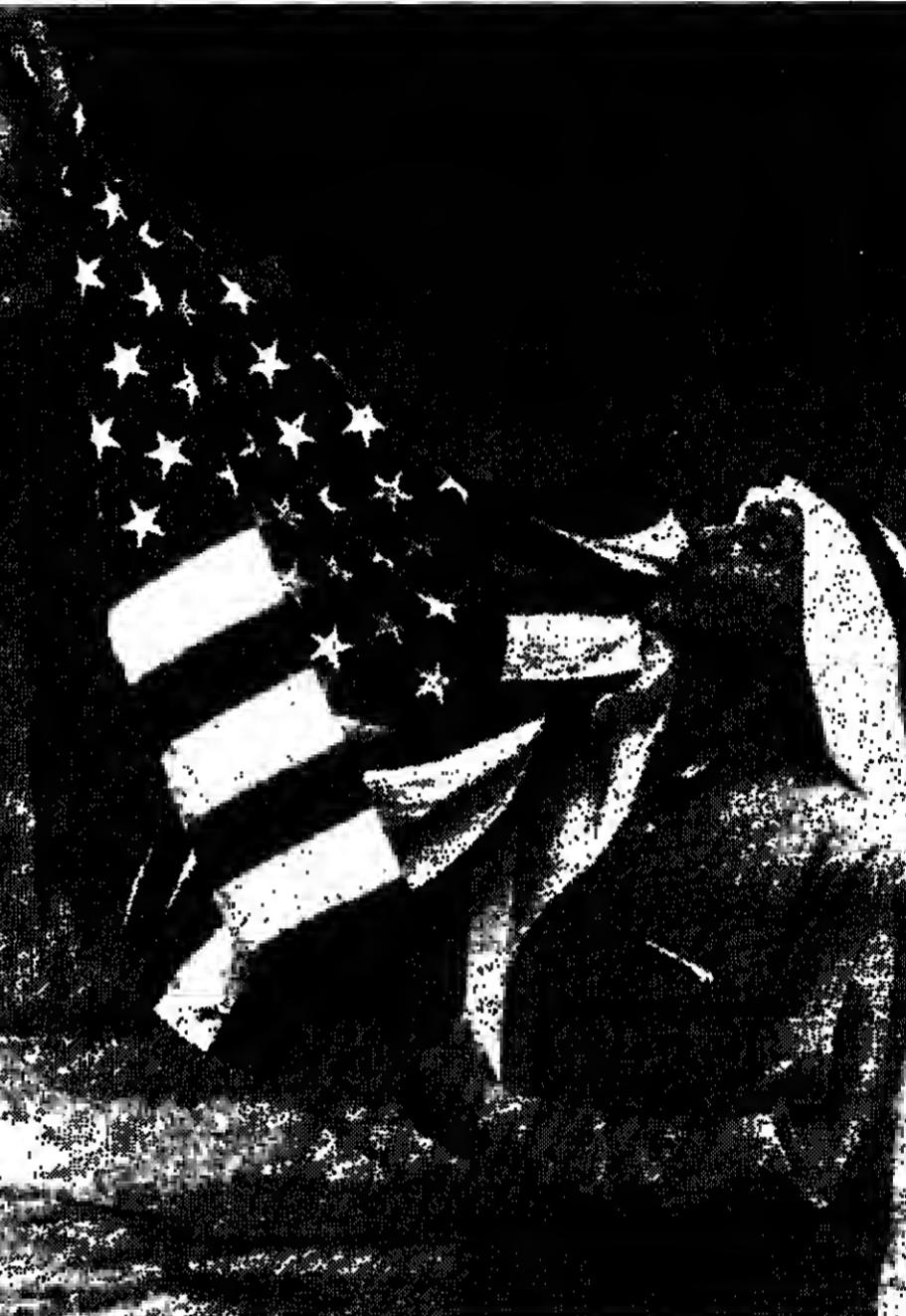
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The sudden clampdown on

Kuwaiti and Iraqi financial assets created severe difficulties for UK and Kuwaiti banks and ex-residents, end as the Gulf crisis lengthened, the freeze was progressively relaxed.

Last November, the Bank lifted restrictions on the private accounts of Kuwaiti residents. This week the US Treasury and the Bank of England allowed seven Kuwaiti banks to square their books. They can now draw on their bank deposits and settle outstanding interbank claims.

Yesterday, Tokyo's Ministry of Finance took a similar decision to allow the seven Kuwaiti banks access to their accounts. It asked banks and brokerages to check the authenticity of transactions.



A grateful Kuwaiti kisses the Stars and Stripes yesterday. US companies are set to win the lion's share of reconstruction contracts

Airlines resume Mideast flights

By Paul Bettis, Aerospace Correspondent

INTERNATIONAL airlines are resuming flights to the Middle East, although an air traffic exclusion zone will remain over the Gulf war theatre until a complete "cease fire" ends to hostilities, the International Air Transport Association (IATA) said yesterday.

Several large airlines yesterday announced resumption of services to several Middle East destinations, following the ceasefire.

Air France resumes its Tel Aviv flights on Sunday and to Riyadh next week. Lufthansa is re-starting its Tel Aviv service today; British Airways plans to resume services to Tel Aviv, Bahrain, Riyadh, Kuwait and other destinations as soon as possible.

IATA said airline war risk

insurance premiums were falling from their peaks during the war.

Mr Gunter Eser, IATA director-general, said he would be surprised if international scheduled air traffic this year grew by 3 per cent.

Last summer, IATA was forecasting 6.7 per cent growth. "We have no idea how the financial results will be, except very disappointing," he added.

In January, average worldwide loss of traffic was 12 per cent against the same month last year. Middle East carrier traffic fell 36 per cent; European airlines 12 per cent; North American carriers 5 per cent, and other regions' 9 per cent.

About 15,400 flights were cancelled in January, but there were now signs that business was picking up.

for rest-of-the-world airlines.

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UK group bids for water contract Japanese stay out of running

By Ian Rodger in Tokyo

A TEAM at Biwater, the private UK-based water contractor, was putting the final touches to its Kuwaiti emergency reconstruction proposal early today to be faxed to the US Corps of Engineers by 7am local time.

The task is to go in and refurbish or construct something temporary to supply people very quickly," said Mr Neil Chapman, group public affairs director.

Biwater was one of 10 British companies which submitted pre-qualification documents at very short notice last week to the US Corps, which is co-ordinating an emergency 90-day reconstruction programme.

The company's submission - worth between \$2m (£1m) and \$5m - outlines how it would obtain materials and what steps it would take to supply water and treat sewage for Kuwait City within three months. It is confident that "package" water treatment plants could be working within weeks.

But detailed proposals are impossible: "The only indication we have of what to expect is what the Corps of Engineers call 'war damaged'", said Mr Chapman yesterday. "It doesn't make the task easy. We have to consider a number of scenarios."

Biwater, with a turnover

approaching £300m and more than 3,000 employees, is well known in Britain for its staked in privatised UK water groups.

But it also has a long history of overseas work, including much in the Middle East. It was about to start work on a contract to operate and maintain sewage pumping stations in Kuwait when Iraq invaded last August.

"We should participate in the rebuilding of Kuwait only in a humanitarian way, not in a commercial way," Mr Hideya Tada, general manager of international planning at the big Marubeni trading company, said yesterday.

Other business leaders suggested that they would not accept Gulf reconstruction contracts, but would respond if accepted.

The government is to donate

emergency medical supplies for use in Kuwait, and it is sending experts to help deal with the oil spills in the Gulf.

No large scale financial aid was being sought by Kuwait and none would be provided.

Instead, Japan was looking to increase its economic aid to the poorer Middle Eastern countries that had been hurt by the war.

As for aid to Iraq, nothing other than the most basic humanitarian help would be provided until the government accepted its international responsibilities and renounced terrorism. Businessmen too said they would steer clear of Iraq until it had an acceptable political system in place.

The foreign ministry said Japanese companies were unlikely to be invited to participate in the contracts to rebuild Kuwait's infrastructure, with the possible exception of those that built the water desalination plants.

These companies would be in the best position able to repair them rapidly, he suggested, and, if asked, the Japanese government would be ready to step in to help finance the work.

Meanwhile, the Keidanren, the federation of leading business organisations, announced that it was setting up a fund to aid refugees.

Restarting crude production is Kuwait's priority

By Deborah Hargreaves and David Owen

FIREFIGHTERS are standing by to fly out to tackle Kuwait's 600 oil well fires at a day's notice, but it could take more than two years to control the fires and get oil production back to its pre-invasion level.

As the fighting stops, the extent of damage to Kuwait's oil industry is becoming more apparent. The priority will be to tackle the blazes and restart crude production.

"No longer can we talk about damage, it looks more like a disaster," said Mr Nader Sultan, president of Kuwait Petroleum International.

yesterday. "As a goodbye gesture, the Iraqis went to the control-room of our newest refinery which used to be known as the Cadillac of the industry and destroyed it completely," he said.

Other facilities including shipping manifolds, some pumping capacity and 13 out of 26 gathering centres have been destroyed, he said.

All told, about 30 per cent of Kuwait's refining capacity appears to have been damaged, but around half its 1,800 oil wells are on fire.

Mr Brian Krause, a firefighter

with the Red Adair company in Houston, Texas, said he was expecting to leave for Kuwait on an initial damage assessment trip early next week.

The Kuwaitis are currently looking at laying a pipeline from the Shuaiba 30-40 miles inland to bring water for cooling the well fires. The pipes have been stockpiled in Saudi Arabia and it could take construction teams about 30 days to lay on water and install pumping stations.

The Kuwaiti government flew out

entire construction camps from the

US in December. These will be capable of housing 1,200 men who will work on drilling water wells and providing water for the firefighting effort.

The Kuwait Petroleum Company has said it will try to get crude output running through its territory once sanctions are lifted. Basra could be able to export 1.8m b/d

POWER
SUPPLY
NEEDED
QUICKLY

THE GULF CEASEFIRE

Allies believe Iraqi dead and wounded may top 85,000

By Tony Walker in Riyadh and David White and Paul Abrahams in London

BRITISH and US commanders seemed almost awed yesterday when describing the scale of the allied victory. The British said 175,000 Iraqi soldiers had been captured, while some Allies believe the number of wounded and dead is likely to be over 85,000.

Prince Bandar bin Sultan, the Saudi ambassador to the US said in Washington on Thursday that the number of Iraqi dead and wounded was between 80,000 and 100,000. Others fear the numbers may be higher.

These figures contrasted sharply with US casualties which yesterday stood at 79 killed, 213 wounded and 44 missing. During the decade-long Vietnam war 58,151 Americans lost their lives. Forty soldiers from Arab coalition forces were killed in action together with 16 British and two French.

Allied spokesmen have refused to give details of Iraqi casualties, but on Wednesday General Norman Schwarzkopf said coalition forces had found a "very, very large number of dead" in Iraqi trenches lining the southern border of Kuwait.

The extent of the destruction of the Iraqi army became apparent yesterday as Brig Gen Richard Neal of US Central Command in Riyadh explained that only "one division plus" of the more than 42 divisions or some 500,000 men sent to defend Kuwait had survived the allied onslaught.

About 175,000 Iraqi troops - representing a third of the army to the south of the Euphrates - have been captured, according to British sources. Officials in London put the figure as high as 175,000. Many of the Iraqis who surrendered, some in pitiful state physically, were highly critical of the Iraqi leadership.

Some 3,500-4,000 tanks, among them a large number of late-model Soviet T-72s, were devastated by "tank-killing" aircraft and helicopters, and by allied armour and artillery. Gen Schwarzkopf said 1,857 armoured vehicles and 2,140 artillery pieces had also been ravaged.

The British 1st Armoured Division destroyed at least 200 tanks during a battle on Monday night and Tuesday, during which it lost two Warrior infantry vehicles, attacked by mistake by a US aircraft, and two Scorpion reconnaissance vehicles in an encounter with an Iraqi T-72 tank. It lost none of its own Challenger tanks.

Gen Schwarzkopf attributed yesterday's two ceasefire incidents to confusion and poor Iraqi communications on the battlefield. Some Iraqi soldiers were operating in hunting down

those suspected of committing atrocities against Kuwaiti citizens during the seven months of Iraqi occupation.

Asked if some of the Iraqi soldiers, whose lives might be in jeopardy, would be given asylum, a Saudi spokesman said: "I think the wishes of those who think they might be executed will be taken into account by the authorities."

Evidence emerged yesterday that Jordan may have been helping Iraq break the UN-imposed arms embargo against Iraq. American troops in southern Iraq showed reporters arms caches that included Jordanian-supplied weapons, including rocket propelled grenade launchers, mortars and ammunition for automatic weapons.

Boxes of the weapons were stashed in an Iraqi bunker near the Euphrates river, overrun by the 101st Airborne Division. The site is 150km from the Saudi border. "We've got bags and bags of Jordanian ammo," a Jordanian officer was quoted as saying. "That stuffs awfully fresh." Jordan has steadfastly denied it was evading the arms embargo.

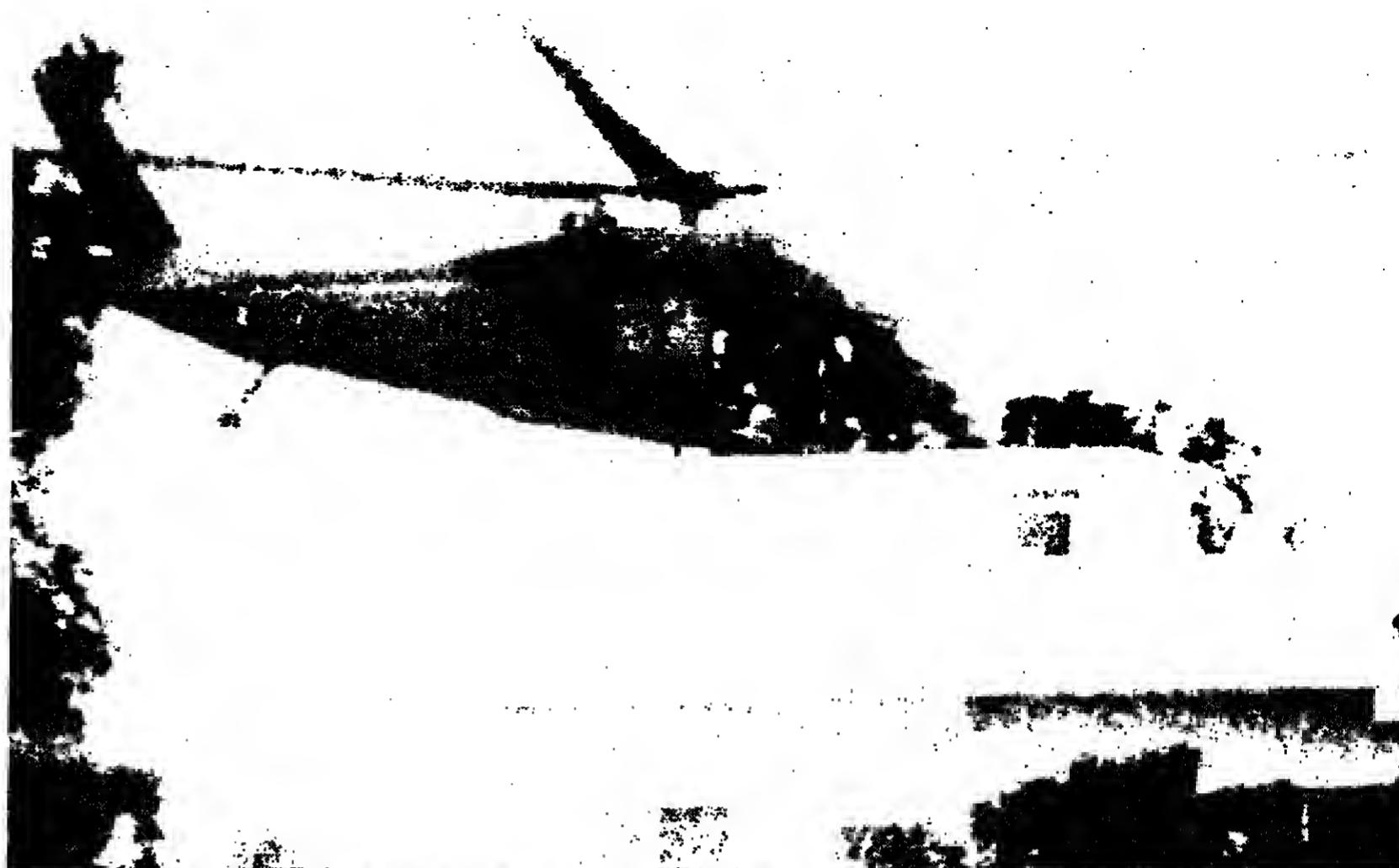
In Riyadh, a senior US officer said the timing of an allied withdrawal would "be determined by the Iraqi leadership accepting the 12 (relevant UN) resolutions and the precepts of the President's offer." Failure of Iraq to do so, he said, may oblige the allies to "go on the offensive."

When fighting in the Gulf region stopped soon after dawn yesterday, the allies had inflicted on the Iraqi army one of the most severe defeats in history. So complete was the rout that in the last hours of the battle fewer than 20,000 Iraqi troops out of the more than 500,000 sent to confront the coalition were still capable of fighting.

Brig Gen Neal said that Iraqi forces were being weeded by British and US Marine forces in an attempt to track down potential war criminals. The Americans have drawn up lists of particular units which are supposed to have been involved in atrocities. The information has been supplied by Kuwaiti resistance members and other sources, said Brig Gen Neal.

Lt Gen Sir Peter de la Billière, the British commander, said yesterday that it might take up to a year for all British troops and equipment to return home to Germany. However, in London, British defence officials said the aim would be to get those who had been involved in the fighting home within a few weeks.

The British troops are engaged in screening traffic heading north. One of the tasks is to seize anyone suspected of being an Iraqi soldier or member of an Iraqi security detachment. The allies are cooperating in hunting down



Liberated: US Marines jump from a Blackhawk helicopter on to the roof of the US Embassy in Kuwait City yesterday

Ceasefire holds on most of battlefield

By Paul Abrahams

THE CEASEFIRE between coalition and Iraqi forces appeared to be holding last night in spite of sporadic violations by Iraqi troops.

Yesterday afternoon American forces from the 18th airborne corps destroyed two Iraqi T-55 tanks and two rocket launchers after they fired on troops attempting to recover the bodies of eight special forces soldiers killed in a UH-60 helicopter. The special forces troops had been attempting to rescue the pilot of a jet who had been shot down. A brief artillery duel initiated by Iraqi forces was also reported.

The incidents occurred after

President George Bush had warned in his speech on Wednesday that the suspension of offensive operations was dependent upon the Iraqis not firing upon coalition forces.

However, Brig Gen Richard Neal said yesterday that minor violations had been expected and had probably been caused by poor communications. He said the allies expected a hard core of Iraqi troops to go on fighting until they were unable to continue.

Allied commanders were still waiting yesterday night for Baghdad to designate military commanders to arrange the military aspects for the cease-

fire. They will need to discuss: • The amount of weapons and equipment the Iraqis will be able to take with them. The allies will be anxious to deny them their remaining armour, ammunition and chemical weapons.

• The timetable for withdrawal. At some stage, there will have to be an agreement about US withdrawal from their positions some of which are less than 150 miles from Baghdad. The allies will also require guarantees on the Iraqi side about minimising troop concentrations near the Kuwaiti border.

• The role of peace-keeping forces. Arab or United Nations peacekeeping forces will proba-

bly be needed on the Kuwaiti-Saudi border.

• The exchange of prisoners of war. The allies hold about 175,000 prisoners some of which may not wish to return to Iraq. Meanwhile the Iraqis hold at least 13 allied airmen. An agreement will also have to be established for the return of the bodies of those killed.

• Maps showing the location, dispersal and nature of mines both on land and at sea.

Further issues that may prove stumbling blocks include the return of Kuwaiti deportees and third party nationals, sanctions, the extent of reparations and the problem of war crimes.

Iraq left with poorly equipped army of 300,000

IRAQ may be left with an army of some 300,000 men, about the same size as that of Iran or Syria and smaller than Turkey. British defence analysts said yesterday, reports David White, Defence Correspondent.

These would be mostly poorly equipped infantry. However, Iraq would still have some Scud missiles. It would also have chemical weapons available, even though production and storage facilities had been destroyed.

Some troops and equipment net

cast by allied forces around Kuwait, which stopped a short way to the west of Basra, they said. About 250,000 men are deployed in other parts of the country.

The equivalent of six brigades, or about 30,000 men, were gathered in the Basra area, including the remnants of four Republican Guard divisions, one of them armoured.

The British analysts said these forces would face difficulties moving their heavy equipment north, since Basra itself was clogged and bridges on

road were down.

Officials said a decision had been made not to move into the city of Basra because of the political problems this would create.

Equipment caught within the allied net "will not get away," they said.

Iraq is reckoned to have eight or nine divisions near Turkey, seven on the border with Iran and five or six divisions in the Baghdad region, including Republican Guard units assigned to the personal protection of the Revolutionary Com-

mand Council. It has only border troops along its frontier with Syria.

These forces are described overall as being lightly equipped and of relatively poor quality, with very limited capacity for offensive action. Officials predicted, however, that some of them would be transferred to reconstitute the former strength of the heavily depleted Republican Guard.

Iraq is reckoned to have lost about 3,500 out of 4,500 tanks that were deployed in and around Kuwait, and 2,000 out of

KUWAIT RECONSTRUCTION *

During the Gulf Crisis and subsequent war, under extremely difficult conditions, World Aviation have undertaken large scale cargo airlift operations into Saudi Arabia, supporting oil industry operations and other commercial activities vital for the well-being of that country's economy.

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Iran seems certain to use jets as a bargaining tool

Tehran hangs on to 160 Iraqi aircraft

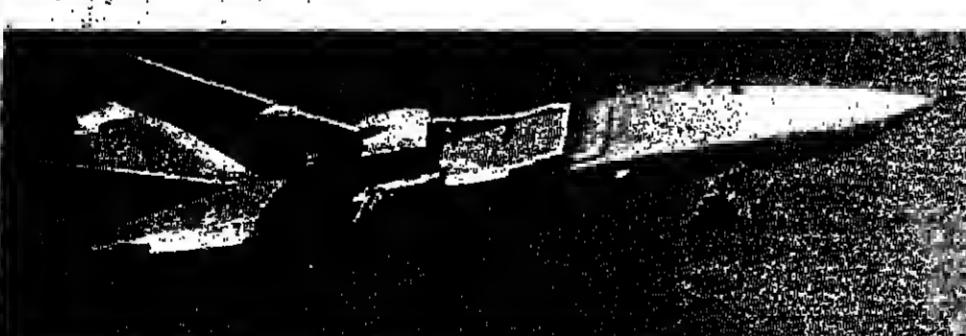
By Michael Field in Tehran

THE END of the Gulf war leaves Iran still holding some 160 Iraqi civilian and military aircraft. Some civilian jets are understood to have flown to Tehran just before hostilities began on January 17, and the military aircraft arrived over a period of about a week, beginning a few days later.

The military jets include most of the newer aircraft in the Iraqi forces, principally the MiG-23s, 25s, and 29s, known by NATO as Flogger, Foxbat and Fulcrum, and the Soviet Fencer Sukhoi Su-24 bomber. Iran admits having received only 20 of these aircraft.

The question is what Iran will do with the aircraft. Many Iranians take it for granted that the Iraqis entered into some arrangement with the Iranian government before the war or in its early stages, and the fact that two fighters were shot down as they arrived is ascribed to poor co-ordination.

It is thought that President Saddam Hussein may have



One of Iraq's several Soviet Fencer Sukhoi Su-24 bombers held in Iran

been intending to have his aircraft fly back in the event of his being forced out of Kuwait and finding himself fighting a prolonged mobile war on Iraqi home territory.

Iran's stated intention of keeping the aircraft until "the end of the war" might then have been redefined as "until the Iraqi evacuation of Kuwait".

The theory that Iraq was intending to recover its air-

this appears inevitable. It may be that Iran will release the aircraft only if it sees a government it likes emerge in Baghdad, or it may use them as a means of extracting a proper peace treaty from Iraq. So far, Baghdad's acceptance, announced in August, of Iranian terms for the settlement of the Iran-Iraq war of 1980-88 has only been oral. Iran has been pressing for a proper accord, which, in particular, will acknowledge that the Shatt-al-Arab waterway in the south of the country is half in Iranian territory.

This demand was brought up during the recent visits of Mr Tariq Aziz, the Iraqi foreign minister, to Tehran.

It may also be that the Iraqis will use the aircraft, which are worth roughly \$1bn (£500m) as a means of extracting the compensation for war damage it has long demanded from Iraq. Or more likely, they will claim that the aircraft are themselves compensation, and will keep them.

PoWs' fate still an obstacle to ending the war

By Jimmy Burns and Neil Buckley in London and Michael Littlejohns in New York

THE fate of thousands of Kuwaiti detainees and at least 13 allied prisoners of war believed to be still held in Iraq emerged yesterday as an obstacle to a formal end to the Gulf war.

Iraq on Wednesday told Mr Javier Pérez de Cuellar, the UN secretary general, that it was prepared to free allied PoWs after a ceasefire under International Red Cross auspices.

But its delegates in Baghdad were still being refused access to the PoWs and denied information on the whereabouts of

the Kuwaitis, believed to be held in the August 2 invasion and civilians taken as hostages in recent days.

In Baghdad last night, informal discussions were continuing between Mr Andreas Wijler, the head of the ICRC delegation, and Iraq government officials. Pressure was being exerted at the UN, where both British and US officials are thought to be in favour of a new Security Council resolution on the PoW issue.

Among the allies there appears to be some concern

that President Saddam Hussein plans to use both the PoWs and the Kuwaiti detainees as bargaining chips, as occurred at the end of the Iran-Iraq war.

Nevertheless, the allies are continuing to abide by the terms of the Geneva Convention allowing ICRC delegates to visit and register up to 175,000 Iraqis believed to be held as prisoners of war in Kuwait and Saudi Arabia.

The ICRC said it had a "huge task" ahead, because under the terms of the Geneva Convention it was obliged to talk to each prisoner both to find out

who wanted to be repatriated and to "filter" anyone suspected of human rights violations.

By yesterday afternoon the ICRC had inspected 3,000 Iraqi PoWs.

In Britain, 33 Iraqis and Palestinian civilians were yesterday still being detained as "cational security risks" in Coldingham prison, Surrey, and at Full Sutton prison near York. All have been served by the Home Office with notices of intention to deport, and are being detained under domestic immigration laws.

The Home Office maintains

THE GULF CEASEFIRE

Arab coalition members look to rewards they may reap

THE ejection of Iraq from Kuwait has been carried out under the banner of defending the new international order. But as the ceasefire is established on the ground, this noble-sounding justification will be matched by hard-headed national self-interest among the coalition partners of the allied coalition.

All along such self-interest has been close to the surface, especially among the coalition's Arab members. Indeed, the extent to which these Arab nations can be judged to have "won" the war depends in good measure on their motives for joining the coalition in the first place.

Saudi Arabia:

The Saudis took a big risk by inviting US and other non-Arab

Robert Graham looks at the place of the Arab states which joined the coalition

forces onto Saudi territory. The initial motive was to prevent Iraqi troops pushing on to take over the oilfields near Dammam on the east of the kingdom. This later transformed into a launch pad for the invasion.

Iraq's ejection from Kuwait was essential to the House of Sand, which felt vulnerable to the example of a populist republican regime in Kuwait under Iraqi tutelage.

This sense of vulnerability was increased by the vocal support for

Iraq coming from Yemen, traditionally viewed as a trouble-making neighbour with its disruptive workers inside the kingdom.

King Fahd appears to have ridden out objections from the religious conservatives and avoided being embarrassed by the US's simultaneous protection of Riyadh and Tel Aviv with Patriot anti-missile missiles.

Saudi Arabian troops were seen to fight well and bravely. Its oil industry has been preserved and the kingdom controls one of the two pipeline routes for Iraqi oil exports.

The reduction of Iraq's military power can only aid the expansion of Saudi influence.

This should give Saudi Arabia the confidence it has always lacked to be more assertive in regional

affairs. The economic costs should ultimately be offset by the price of oil since the Iraqi invasion of Kuwait.

Egypt:

President Hosni Mubarak long opposed President Saddam Hussein's regional ambitions and joining the coalition was a means of containing Baghdad down to size. But he was also obliged to go along with both his Saudi and Gulf paymasters as well as the US, his principal food, credit and military supplier.

The reward for sending troops to Saudi Arabia was aid to ease the burden of returning Egyptian workers from Kuwait and Iraq and the loss of their remittances. Egypt was also pardoned its military debts by the US, and forgiven all its Saudi

debts as well as one third of its Paris Club debts.

Egyptian comportment during the fighting and the potential need for Egyptian troops in the Gulf area for peacekeeping, should give Cairo enough leverage to ensure vital continued oil flows. The war ended the effective isolation of Egypt since the late President Anwar Sadat's peace with Israel and a weakened Iraq enhances Cairo's mediation capacity.

The Gulf States:

Their support for the coalition was based on similar considerations to the Saudis', without the risks attached of inviting in foreign forces.

They will now feel infinitely less threatened from a weakened Iraq

and happier about a more equal relationship with Iran across the waters of the Gulf.

The economic damage caused by the flight of expatriate workers and the loss of international confidence (air traffic, business visitors, banking etc) will take a considerable time to repair.

Syria:

President Hafez al-Assad took a big risk in aligning himself with the conservative Saudis, the Gulf states, Egypt and the US. Washington has long been blamed by Damascus for backing Israel and therefore for omission for failing to get the Jewish state to pull out from the Golan Heights. The Iraqi Baathists may have been bitter enemies of their Syrian namesakes, but siding with

the US was not popular at home. But President Assad was rewarded by being allowed to manoeuvre and extend control in Lebanon to oust General Aoun, the Christian leader.

He was then able to gain international respectability and patch up diplomatic relations with the US and Britain (which had accused him of state-sponsored terrorism), leading to a renewal of EC aid. He also won unspecified Saudi/Gulf financial aid.

The clear-cut humiliation of his rival, President Saddam, should ease domestic pressures. He could also now improve strained relations with the Soviets and he will have built up some leverage with the US to tackle the Palestinian problem and persuade Israel to come to terms over the Golan Heights.

Iraqis keep up their defiance

PRESIDENT Saddam Hussein ordered his Gulf War troops to cease fire yesterday, but few Iraqis found reason to celebrate. Benteen reports from Baghdad.

Iraq, which announced its full withdrawal from Kuwait on Wednesday, maintained a defiant tone. "Iraq is the one in control and victorious... Iraq is the master of the whole land

BAGHDAD

and the leader of Moslems in the whole world," one commentary said.

Iraqis faced the task of reconstruction after six weeks' punishing air raids in sombre mood. "How can we rebuild our country? how can we do business if the economic embargo is to continue?" asked one businessman.

Some Baghdad residents congratulated each other quietly on hearing of the ceasefire on foreign radio stations. Outside the al-Rashid hotel, a few fired rifles in the air. A lone soldier raised his hand in the victory sign.

"Orders have been issued to our armed forces on the front not to open fire," a military communiqué said. "We are happy with the end of the fighting, for it will save our sons' blood and the safety of our people."

The communiqué was the first Iraqi reaction to a 0500 GMT ceasefire announced by President George Bush. It was broadcast on Baghdad Radio three hours after the allies said guns had fallen silent across the battlefield.

The allied bombing of Baghdad stopped barely an hour before the ceasefire took effect. The final blast, apparently from a cruise missile, shook the city at 6.50 a.m. (0350 GMT) and was followed by a few seconds of anti-aircraft fire.

A military spokesman said that despite the ceasefire, allied planes "continue to fly provocatively in the far ends of the homeland's skies". The official Iraqi news agency INA said Iraq had accepted without conditions all 12 UN resolutions adopted since its invasion of Kuwait in August.

The resolutions include a trade ban, an end to Iraq's claim on Kuwait, and payment of war damage to Kuwait. "Iraq is a rich oil country, but war reparations are a very heavy burden. We need money to rebuild our country," a civil servant in Baghdad said.

Non-stop bombing of Iraq over the last 42 days has severely disrupted infrastructure, destroying power stations, bridges, factories, government buildings and telecommunications systems.

"Mr Bush had a plan to fulfil and he thinks he has done it," one Iraqi shopping in Baghdad market said. "For Iraqis, the plan is not completed. It is to have victory. I think we can do it in the future."

One graduate said: "At least we were able to confront the armies of 30 nations for 40 days despite the heavy damage done to our country."

An Iraqi army spokesman said Iraq's elite Republican Guard had engaged allied forces in battle on Wednesday, inflicting heavy losses.



Ken Lewenza

Soldiers of the British 1st Armoured Division in Iraq yesterday celebrate the ousting of Iraqi forces from Kuwait

Hurd calls in Washington for progress on Arab-Israel problem

Different conferences for different issues

By Robert Mauthner, Diplomatic Correspondent

BRITAIN does not favour a big peace conference dealing with all regional issues in the Gulf following the end of the war against Iraq, British officials said yesterday.

Different issues, such as a new security system for the Gulf, the control of weapons of mass destruction and the whole Arab-Israel problem, would probably have to be discussed at separate conferences and not all at the same time.

A new Gulf security system, for instance, could come into being before the Arab-Israel problem was solved. The present negotiations among members of the Gulf Co-operation Council.

However, Jordan's isolation in the Arab world is by no means absolute, and there have been signs in recent days that some diplomatic bridges are already being built.

The most notable of these is the arrival in Amman this week of an Iranian chargé d'affaires for the first time in 10 years, following Jordan's restoration of diplomatic ties with Iran on January 15. Iran's embassy in Amman opened formally tomorrow and an ambassador to Jordan will be named within a month.

Syria and Yemen have also begun supplying Jordan with oil since the outbreak of war and Oman this week agreed to supply limited quantities of crude.

However, although Oman is the first Gulf state to make such a friendly gesture towards Jordan, the sultanate is not expected either to seek or to be able to play any great role in brokering a diplomatic peace between the kingdom and the Gulf. Oman's own relations with Saudi Arabia, for instance, possess their own coolness.

A likelier broker of any such peace could be Egypt, where the government of Mr Hosni Mubarak is understood to be prepared to bury its admittedly deep differences with King Hussein. Cairo is seen by many here as Jordan's most likely and most valuable potential ally during post-war Arab diplomacy, and in particular as a counterweight to the influence of Syria, whose relations with Jordan have historically been fraught with suspicion.

However, diplomats in

LONDON

Council, Syria and Egypt could lay the foundations of such a regional security system.

Though Britain is prepared to contribute air and naval units to a collective security system, if requested to do so by the states in the region, it has no intention of maintaining any permanent land forces in the region.

During his talks in Washington with President George Bush and Mr James Baker, the US secretary of state, on Wednesday, Mr Douglas Hurd,

the British foreign secretary, is understood to have urged early and urgent consideration of the Arab-Israel problem.

Progress towards solving this problem was crucially important for the future peace of the area, he said at a press conference. "We must make collectively a big effort to solve it, using the fact that the whole area has had a shock and maybe the shock will enable people to think afresh and to think perhaps more constructively."

In his talks in the US, Mr Hurd reiterated Britain's position that, while Israel had the right to live in peace with her, she should start to think constructively about preparing

neighbours behind secure borders, the Palestinians were entitled to self-determination. That meant bringing to an end the occupation which Israel "imposes on them".

The foreign secretary also emphasised that Britain believed it would be useful to hold an international conference on the Palestinian problem "at the right time".

Such a conference had to be carefully prepared so that the necessary participants would attend it. It was also important that Israel and the Arab states who were technically at war with her should start to think constructively about preparing

for a lasting solution.

Regarding the immediate aftermath of the war, Britain believes it will be necessary to maintain at least some sanctions against Iraq until a peace settlement has been reached.

The payment of compensation by Iraq stipulated in one of the UN Security Council resolutions was closely linked to the continuation of sanctions because oil revenue was one of Iraq's main means of payment.

Mr Hurd sees a possible linkage between the resumption of oil trade and payment of compensation by Iraq to countries and individuals which suffered from its occupation of Kuwait.

The resolutions include a trade ban, an end to Iraq's claim on Kuwait, and payment of war damage to Kuwait.

"Iraq is a rich oil country, but war reparations are a very heavy burden. We need money to rebuild our country," a civil servant in Baghdad said.

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Bessmertnykh calls for fresh approach to problem

MOSCOW

policy of our president."

Mr Bessmertnykh welcomed the end of the conflict, heralding the co-operation of the allies and other states as a precedent for use in other parts of the world.

"For the first time the international community has shown unified will in the face of the seizure of one state by another."

He said that there must now be "no possibility of a resumption of armed conflict", and called on the United Nations Security Council to begin work immediately on creating "political and legal prerequisites for the ending of the war".

Asked if he agreed with Mr

Gorbachev that relations between the US and the Soviet Union were still "fragile", he said that they had a "firm basis for their development", but were sometimes affected by "subjective factors, still capable of causing damage".

Mr Vitaly Ignatenko, the presidential spokesman, said to Tass that "today, Soviet-American relations are based on confidence. Ties between the US and the USSR are solid, they maintained unceasing contact at all phases of the conflict. The heads of our foreign political institutions maintained similar ties."

Mr Bessmertnykh called for "serious attention" to be given to further arms supplies to the region, but he indicated that the Soviet Union would not unilaterally cease such supplies.

Asked if the Soviet Union had an interest in the survival of President Saddam Hussein, he said: "We have to deal with Iraq and the leaders whom the Iraqi people support. My impression is that their support has not yet changed."

"We believe that to predictably mine our attitude to one leader or another regardless of the sovereign right of the people would be an interference."

MOSCOW claims to a big diplomatic success in bringing Iraq to accept all 12 Security Council resolutions adopted in the Gulf crisis found few supporters in the United Nations yesterday. Michael Littlejohns writes from the United Nations in New York.

Still, several delegates said that efforts by President Mikhail Gorbachev and Mr Alexander Bessmertnykh, his foreign minister, at the bargaining table began to speed a victory that was achieved by good generalship and the superior skill and equipment of the allied forces in the field.

A western diplomat said the Soviet negotiators managed to get the Iraqis "to begin to slide", as he put it, attaining a good deal more than Moscow may have been given credit for in news reports that have tended to

emphasise allied fears of mischief-making in the Kremlin.

Moscow appeared to be looking to the longer term and their relations with Iraq and the rest of the Arab world. Many in the UN believed they were eager also to save President Saddam Hussein, whose overthrow was not a Security Council goal but would be mightily welcomed in Washington.

There is much speculation whether Moscow will, in fact, draw lasting political benefit from its diplomatic foray, for which Sir David Hartley, the British delegate, formally thanked Mr Gorbachev, calling it a "brilliant" effort.

A Western European official said yesterday that he doubted whether

Javier Pérez de Cuellar, the UN secretary general, had a greater say in the Middle East after the war than it had before.

As for a resumption of their lucrative arms trade with Iraq, the expected continuation of the embargo imposed by the Security Council immediately after the invasion of Kuwait would crimp any such ambition for the immediate future.

"I can't think of any Arab state that would even want to buy, having observed the performance of Soviet armour," a UN official said.

The Soviet Union now is expected to press for an early attack on other Middle East problems, especially the Palestinian question. Mr Bessmertnykh has appointed ally there in the person of Mr Roland Dumas, the French foreign minister.

He made his views plain yesterday. After conferring in New York with Mr Aleksander Belomogov,

the Soviet deputy foreign minister, called for a ceasefire on the proposition that Iraq accepted UN terms, while in New York Mr Yuli Vorontsov, the Soviet ambassador, was agreeing with the US, Britain and France that Baghdad's response fell short of full compliance.

Although the White House and Whitehall have been accused of failing to live up to their word in claiming to have welcomed the Soviet initiative, British officials insisted yesterday that speculation about any split was wildly off.

In the final stages, western diplomats went out of their way to praise what they called the careful Soviet handling of negotiations. One delegate observed that, if Moscow was trying to win "brownie points" with the Arabs, the allies were not in the business of trying to knock it.

Moscow claim to diplomatic victory wins little support

UNITED NATIONS

emphasise allied fears of mischief-making in the Kremlin.

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THE GULF CEASEFIRE

Baker to strike on the diplomatic front while the spectre of US military power is still fresh

Bush looks beyond victory to tackle turmoil in Middle East

By Lionel Barber

PRESIDENT George Bush is already looking beyond victory. Eager to exploit the crushing allied defeat of Iraq, he is sending Mr James Baker, his secretary of state, to the Middle East next week for talks on post-war security arrangements, economic reconstruction and the Arab-Israeli conflict.

Mr Baker is likely to pay his first-ever visit to Israel. This will cause great unease in Jerusalem, but it reflects the Bush administration's determination to tackle the problem which many believe lies at the root of instability in the region: the Israeli occupation of Arab territories and the absence of a Palestinian homeland.

Both Mr Bush and Mr Baker agree that it is vital to strike diplomatically while the spectre of US military power is fresh in everyone's minds – not just in Baghdad but also in Damascus, Riyadh and Kuwait City.

During his mission, Mr Baker will explore plans for demilitarised zones along the

Iraqi-Kuwaiti border, bolstered by an Islamic peace-keeping force drawn largely from the Gulf states and Egypt.

The elimination of Iraq's offensive forces has made this task a good deal easier and enabled US field commanders to predict bringing home the bulk of the 550,000 force in a matter of months.

But much work needs to be done on the size and shape of the multinational force, one worry in Washington is that the Kuwaiti government in exile and other Gulf states have been slow to come up with their own ideas, raising questions about whether the Arabs will take the lead.

In the longer term, Mr Baker wants to sound out coalition allies on an arms control regime in the region aimed at curbing the proliferation of chemical, ballistic and other weapons. Egypt is already preparing a post-crisis initiative, and Mr Yitzhak Shamir, Israel's prime minister, has talked about a regional nuclear free zone.

Security questions cannot be settled conclusively until the future of President Saddam Hussein becomes clear.

As the scale of the Iraqi military defeat dawned in Washington, Mr Bush dampened down his earlier call for Mr Saddam to be overthrown. The focus has shifted instead to shaping the regime in Baghdad through indirect means.

He's dropped the John Wayne image and turned more statesman-like," said Ms Judith Kipper, Middle East expert at Brookings Institution in Washington DC.

After talks with Mr Douglas Hurd, the British foreign secretary, Mr Baker told reporters that several United Nations sanctions – notably the arms embargo – would remain in place as long as Mr Saddam remained in power.

The question remains how hard to push Mr Baker will be searching hard to determine just how magnanimous the Arab members of the coalition intend to be in victory. One tricky question concerns war

crimes trials for the reported Iraqi atrocities against Kuwaiti civilians; another is the war reparations.

Mr Baker will also want to test Arab sentiment towards parties such as Jordan and the Palestine Liberation Organisation which tilted towards Mr Saddam early in the war.

The administration's best guide to date has been Prince Bandar bin Sultan, the Saudi ambassador in Washington, six weeks into the war. Prince Bandar delivered an unusually candid public attack on King Hussein of Jordan in the Washington Post, and Saudi Arabia refused to offer financial support to Jordan, which was hard-hit by the UN embargo against Iraq.

Recently, however, Prince Bandar has indicated that his country may be ready to be more constructive. On the Arab-Israeli conflict, one option under review is to help press Israel toward a compromise with the carrot of a promise to end the Arab boycott of Israeli products.



Mubarak: preparing initiative; Shamir: talk of nuclear-free zone; Baker: formidable challenge; Prince Bandar: ready to be constructive; Assad: more vulnerable

The US appears to be banking on a moderate Arab coalition emerging out of the war which would force Israel to be more forthcoming on the Palestine issue. Egypt fitted this category before the war. It would gain even more credibility were Saudi Arabia to step forward. All the better, if Saudi financial support followed.

Syria forms the third leg of the triangle. No one in the administration would call President Assad a moderate, but the US hopes that the Syrian president will cut his ties to international terrorists and drop his unrelenting hostility to Israel – not least because

Damascus is more vulnerable now that it can no longer rely on generous financial support from Moscow.

Hence, Washington has extended a wary hand to Syria in recent months. Mr Baker is even said to have talked in general terms about a demilitarised zone along the disputed Golan Heights. Sensing the drift, Israel has reportedly held two high-level meetings with Syrian representatives in Switzerland.

All this suggests a fluidity in the Arab-Israeli conflict which had not existed for a decade. The Gulf war has shaken everything up even further –

it has been as defining a moment, in its own way, as the visit by President Anwar Sadat of Egypt to Jerusalem in 1977 which paved the way to the Camp David peace accords.

But in the last resort, much turns on the Bush/Baker approach to the Israeli government and the response of Mr Shamir and his colleagues.

Here the initial signs are not encouraging, despite Israel's forbearance in the face of Iraqi Scud attacks.

Mr Bush still feels he was misled by Israel over its policy of opening new settlements in the occupied territories. He and Mr Baker were livid when

the Israeli ambassador in Washington sought to put public pressure on the administration for the release of a \$400m loan guarantee for housing in the occupied territories.

This past incident was typical of the mutual suspicion which has developed between the Bush administration and the Shamir government. Mr Baker's best bet may be to persuade the Israelis that it is better to deal with the devil they know – the US – than those such as the Europeans who are pressing for an international peace conference. It is a formidable challenge, not only for him but for US diplomacy.

Major calls on Iraqi people to oust Saddam

By Ivor Owen, Parliamentary Correspondent

IRAQ should be treated as "an international pariah" while President Saddam Hussein continues in power, Mr John Major, the British prime minister, said yesterday.

He described the success of the American-led coalition in liberating Kuwait and ensuring that Iraq's forces no longer constituted a threat as "one of the most remarkable military campaigns of recent years."

With support from all quarters of the House, Mr Major stressed that the regime of Saddam Hussein had been the enemy and not the people of Iraq.

He said: "I very much hope that his own people will deal with him in the way he so richly deserves".

Mr Neil Kinnock, the Labour leader, underlined the significance of the coalition's victory in enhancing the authority of the United Nations as an instrument for preventing aggression and promoting peace.

The prime minister confirmed that Iraq would be required through the UN to give a commitment to destroy all its ballistic missiles and weapons of mass destruction. The air strikes had effectively destroyed Iraq's chemical, biological and nuclear capability, he said.

Mrs Margaret Thatcher, in her first intervention since resigning as prime minister last November, joined Mr Major in praising the leadership of President George Bush.

She also complimented Mr Major on his firmness of purpose and President Bush had continued with his task until it was well and truly achieved.

Mr Major recalled that when Kuwait was invaded in August

Mrs Thatcher played a leading role in swiftly putting the international coalition together.

The prime minister emphasised the importance of securing "an Arab peace" for Arab lands. He was responding to a call by Mr Paddy Ashdown, leader of the Liberal Democrats, for Middle East peace to be constructed around the UN.

Mr Major envisaged that "a whole series of meetings and events" and not a single conference would be required to

deal with the Palestinian problem and all the issues involved. Labour backbenchers who opposed the use of force against Iraq heckled Mr Paddy Ashdown when he claimed that the "fifth heads" in Britain, like those in Capitol Hill, had been outraged.

Mr Tony Benn (Lab Cheshire), one of the most outspoken critics of the war, pressed for an inquiry into its origins, including those responsible for supplying arms to Saddam Hussein.

Mr Major told Mr Benn it was Saddam Hussein who started the conflict, and contended that no one could have sat idly by as the atrocities against the Kuwaitis became known.

France to push for peace conference

By William Dawkins in Paris

FRENCH politicians across the spectrum greeted the ceasefire with predictable relief, but they wasted no time in calling for an international peace conference on the Arab-Israeli conflict.

France would be pushing harder than ever for "one or several international conferences" to try to find a peaceful solution to the region's problems, said Mr Pierre Joxe, the new defence minister. Mr Roland Dumas, the foreign minister, flew yesterday to the US, to meet Mr Javier Perez de Cuellar, the UN secretary general and President George Bush.

Announcing the re-opening of the French embassy in Kuwait, Mr Joxe said France was ready to leave its forces in the region to help guarantee peace for as long as needed.

Mr Jacques Chirac, president of the opposition RPR-Gaullist party, echoed the Government's sentiments, warning that the coalition must now "win the peace" and that France had an "eminent role" to play in the process.

Elsewhere, public figures were seeking to draw the lessons the conflict posed for France as the world's third largest arms supplier and for the country's high proportion of Arab residents. It was

essential "not to start again the simple attitude to the arms trade which had brought us to the situation we have known in the Gulf," Mr Michel Rocard, the Prime Minister, told the parliamentary foreign affairs committee. He added that the fate of Saddam Hussein should be left to the Iraqi people to decide.

News agency interviews with the Moslem communities in Paris and Marseille betrayed a mixture of relief and anxiety, with several residents voicing sadness at the humiliation of an Arab nation.

About 1.8m people in France are of Arab or North African origin, a matter of some sensitivity in a country where the extreme right wing National Front holds about 15 per cent in the opinion polls. Mr Jean-Marie Le Pen, National Front president, yesterday insisted that the war could have been avoided and the region's problems solved by non-military means.

The PNMF national Moslem federation welcomed the end of hostilities but "deplored that this had not happened earlier," blaming both Mr Saddam and the coalition. It called on the allied forces to enforce all UN resolutions while they were in the region, and then to leave immediately.

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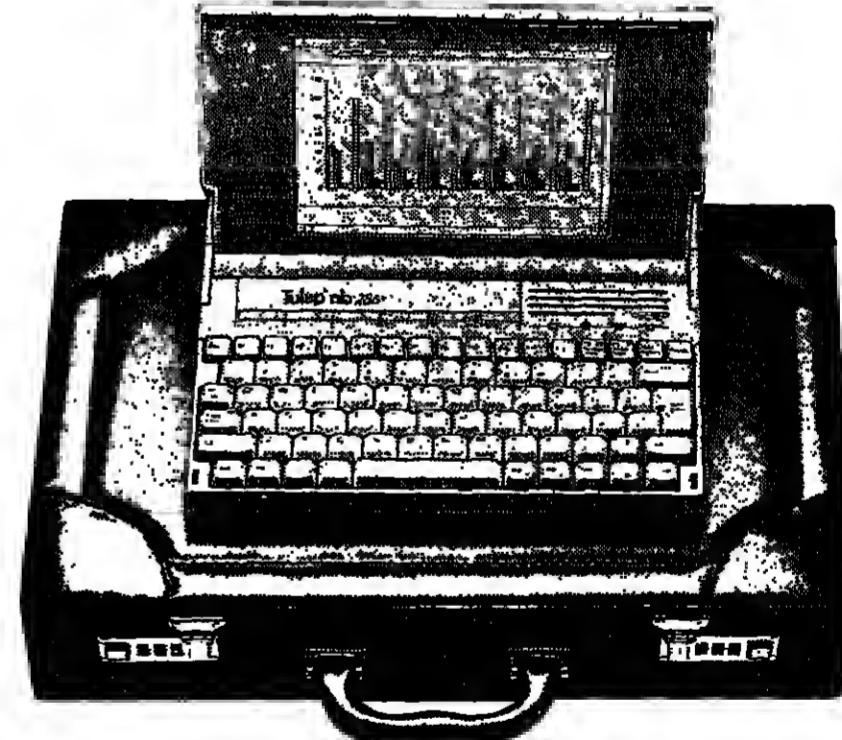
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INTERNATIONAL NEWS

US pushes for write-off deal on Polish debt

By Stephen Fidler, Euromarkets Correspondent

A STRONG political effort is under way to secure an agreement to write off a large proportion of Poland's debt to foreign governments by the end of this month.

A standstill on Poland's repayments of its \$33bn (£16.6bn) of official debt runs out at the end of March. The US is anxious to secure a deal before President Lech Wałęsa visits the US later this month.

Polish voters are seen as an important political constituency on Capitol Hill and debt forgiveness for Poland has been tied by influential legislators to other issues, for example.

the formal ratification of the London-based European Bank for Reconstruction and Development.

The Warsaw government, which recently secured agreement in principle with the International Monetary Fund on a \$2bn extended credit, has asked for 80 per cent of its debt to be written off. The efforts, being made under the auspices of the Group of Seven industrialised countries, are likely to result in a similar write-down probably 50-55 per cent.

While the US has been leading the way with the initiative, its outstanding debt is relatively small. Other countries, particularly Germany with its larger exposure, have been less enthusiastic. Nevertheless, there is a widespread view in the G7 that Poland should be supported in its efforts at economic reform and that Polish economic success is now even more critical given the economic deterioration of the neighbouring Soviet Union.

The effort centres on a small group of G7 finance officials, including Mr Jean-Claude Trichet, who as director of the French Treasury is chairman of the Paris Club of creditor governments.

Progress over an agreement should help advance an accord with creditor banks. The Polish government has told banks it is willing to pay some current interest on its debt for the first time in over a year.

Government officials are meeting in Switzerland this week with creditor banks of the UK.

The talks seem likely to lead to a debt reduction deal under the umbrella named after the US trade secretary, Mr Nicholas Brady.

Mr William Rhodes, senior international executive of the US bank Citicorp, said he had

discussed the debt issue with Mr Jan Krzysztof Bielecki, the Polish prime minister. He said Mr Bielecki had expressed a wish to secure rapid agreement on the foreign debt and to make swift progress on privatisation.

A report from the Organisation for Economic Co-operation and Development this week commented on banks' unwillingness to lend to east Europe. Mr Rhodes predicted that "banks will return slowly to eastern Europe where there is substantial structural reform and a rapid move towards privatisation."



National security team: President Gorbachev's nominations are Soviet defence minister Dmitry Yazov (left), KGB chairman Vladimir Kryuchkov (center) and interior minister Boris Pugo

Howe warning on EC 'split'

By David Buchan in Brussels

GERMANY will quickly lead its immediate neighbours into a currency union on its own terms unless Britain and other countries accommodate its concerns about economic and monetary union (Emu).

This warning was sounded yesterday by Sir Geoffrey Howe, the UK's former deputy prime minister, in a speech to Britain's Institute of Economic Affairs in Brussels.

Sir Geoffrey said that playing "both motor and anchor in Europe" was making the Germans' schizophrenic about Emu.

They wanted a long transition to Emu to allow economic convergence with all 11 Community partners, but were also tempted to make one big "long jump" to avoid the risk of competing monetary policies inherent in the Delors stage-by-stage approach.

One way out of these cross-pressure on Bonn, said Sir Geoffrey, was "an early move by the already convergent economies of northern Germany to form some kind of German-



Sir Geoffrey Howe

led currency zone", with the UK and southern Europe outside.

This has been predicted on occasion by Mr Karl Otto Pöhl, the Bundesbank president, and sometimes welcomed in Britain as removing pressure on it to join a full monetary and economic union.

But splitting the Community into two monetary tiers, Sir Geoffrey said, "should be seen as significantly less attractive to the UK than full Emu as currently envisaged, especially as it would occur in a much shorter timetable".

Britain therefore had a self-interest in "keeping the Germans" interested in Emu for all 12 members, he said, by perhaps modifying its hard Ecu plans more to please Bonn.

He also warned that some academics and politicians had lost faith in the EC's various goals of union. He said that their fears were fuelled by the economic recession, the EC's foreign policy during the Gulf crisis, Germany's loss of momentum as the powerhouse of

marketing, AP-DJ reports from Frankfurt.

This would begin with the operation of a joint service between Chicago and Munich and Düsseldorf in Germany from May 16.

Yugoslav PM voices fears

Yugoslav's prime minister, Mr Ante Markovic, was quoted by the country's media as warning that the federation faces "explosion" which may turn into "explosion" if fractious republics fail to agree soon on the country's future, AP reports from Belgrade.

Mr Markovic made a desperate plea to the leaders of the six republics to bury

their differences and work together to build a new nation.

Mr Vasil Bilak and seven other prominent former Communist officials have been indicted on charges of embezzling millions of dollars, according to the Lida Novosti daily, AP reports from Prague.

According to the report, Mr Bilak, the Communist party's former chief ideologue, and the seven officials are indicted on charges of syphoning off party funds and moving them out of the country, as well as instructing others to abuse official power.

Former Czech chief indicted

The United States and its allies contend the Kremlin is trying to skirt the new treaty on Conventional Armed Forces in Europe, by transferring three motorised infantry divisions of about 1,000 tanks to shore defences.

"It is agreed that we will keep on the pressure," said the Nato official. "It is still the attitude of no-business-as-usual in Vienna."

The Soviet Union has made no move to change its position and comply with a new arms control treaty slashing military hardware in Europe, a senior Nato official said, AP reports from Brussels.

feuds and agree to keep the paralysed federation going.

Mr Markovic reportedly said the International Monetary Fund had stopped all negotiations with his government on a much-needed \$1bn standby agreement.

Airlines may co-operate

Lufthansa and American Airlines, two of the world's largest airlines said they were exploring business co-operation in the area of

the Soviet stance is exactly the same," said the official, who demanded anonymity.

"There are no indications they will soften that stance."

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Comecon puts off meeting

A ministerial meeting of the Comecon trading bloc will not take place in Prague this weekend, the Czechoslovak Economy Ministry said. Reuter reports from Prague. Mr Vladimir Dlouhy, the economy minister, had invited other permanent representatives to

the old Berlin Wall for less than its market value, according to the European Commission, which is calling for an independent valuation.

The German company, seeking an HQ for its service operations, began talks with the city before the Wall was torn down.

It bought the 61,700 square metre site in Potsdamer Strasse, in the heart of the city, for DM32.9m (£61.1m) last July, after valuation by the local authority's valuers, the Senatsverwaltung für Bau- und Wohnungsweisen (SBW).

A Commission official said yesterday that local controversy about the deal had prompted Brussels to look into the sale, on the grounds that undervaluation would constitute a form of state aid from the Berlin Land (state). Under EC Treaty rules the Commission can oppose a cut-price sale

Uruguay Round negotiators limp towards another hurdle

A collapse has been avoided in Geneva, writes Peter Montagnon, but there could be problems in Washington

THIS IMMEDIATE crisis over farm subsidies, which brought the Uruguay Round of multilateral trade talks to a juddering halt last December, has passed. Serious difficulties, however, remain.

This is the message from the low-key resumption of the talks in Geneva this week, just in time for the Bush administration to ask Congress to extend its negotiating authority, which runs out today.

All the most difficult political decisions, not only over farm reform but in other areas too, have yet to be taken. There is a common belief that a push for a successful Uruguay Round is part of the new deal under motion in the wake of the Gulf war. But, now the original deadline has been missed, a growing number of trade officials believe it could be 1993 before the round is finally complete.

The tight four-year timetable, enshrined in the congressional negotiating authority, once seemed an attractive way of keeping pressure on participants to tackle the many sensitive issues which had to be addressed in the overall

interests of trade liberalisation.

Yet it was also a gamble that failed, with the acrimonious row over farm reform at the ministerial meeting in Brussels last December. Since then, the main focus has been on trying to prevent an irreversible collapse rather than trying to resolve the issue of farm support.

This primary task has now been achieved and President George Bush has said he will today seek an extension request from Congress for his negotiating authority. But that has immediately raised another make-or-break hurdle. Congressional reaction is highly unpredictable.

The so-called "fast-track" negotiations already in play for the Uruguay Round is aimed for the US. It effectively constitutes a guarantee that Congress will not amend unilaterally any final package presented for ratification.

US legislators may well turn out to be in a benevolent mood in the aftermath of the Gulf war. Many shrink away from being tarred with the brush of Smoot-Hawley, the protectionist legislation which did much to accentuate the depression of the 1930s. But there is also growing concern on Capitol Hill about the

recession and strong mistrust of Japan and Germany for their reluctance to help in the Gulf.

The extension is still needed to negotiate the planned North American free trade agreement with Mexico and Canada. Opposition will thus come not only from those who are disillusioned with the multilateral trading system and want to "bash" Japan, but also from those who, reflecting the view of organised

labour, are vehemently opposed to the Mexican deal. It will come, too, from those whose interests would be hurt by an Uruguay Round success: the textile lobby, dairy farmers, as well as sugar and peanut growers.

It will take three months before the extension request, which is automatically for two years, has cleared Congress. During this period the round will effectively be mothballed. Any controversy could quickly prompt US legislators to call a halt by withdrawing the negotiating authority. Thus it will be June before Uruguay Round negotiators can settle down to serious business again.

Most agree that this does not matter, as negotiators are also awaiting the outcome of the European Community's notorious efforts to refine its common agricultural policy (CAP). But, given the outstanding workload, it makes the window of opportunity for completing the round this year very small. If the talks drag on too far into the autumn, ratification of the final package would become enmeshed in the next US presidential election. Despite its name, the "fast track"

is anything but speedy. It can take up to a year from the moment a trade agreement is reached to ratify it under the fast track. By then the administration would be running the risk of a conflict with the presidential campaign. It would be the wrong time to lay before Congress legislation that severely upset the powerful textile industry.

Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade, has been careful to avoid setting a new deadline for completing the round. Negotiators will look again in the summer at whether they are ready for what one British official describes as "a quick kill". Throughout the Brussels meeting, the EC, as well as many other participants such as Canada, have remained anxious to expedite the round. They fear delay could lead to the unravelling of agreements that have already been reached, forcing negotiators to start again from scratch in many of the 15 agenda items.

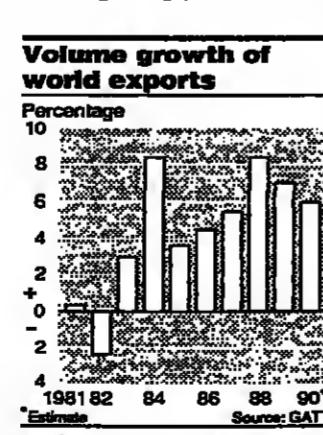
It is not just a question of protectionist pressures growing out of control, particularly in the US. After four years of hard slog, governments need to reassess some of the officials engaged in the talks. Ministerial faces are also changing as a result of reshuffles and changes of government. New faces mean new ideas. This could accentuate from within the tendency for existing agreements to disintegrate.

As they ponder the outlook, some negotiators are beginning to suggest that it may not be altogether a bad thing if the round did last till 1993, when the extended authority expires.

The US still needs a very substantial package of trade reforms if the result is to be sold to Congress at the end of the day. A long delay would not only allow time for the EC to agree and implement its CAP reforms. It would also leave more time for the resolution of other problems, for example the US demand that developing countries should do more to open up their markets to foreign service industries.

That would take for a stronger package, but it could require an immense effort of will to keep the talks on track even in the glow of the new world order.

Despite its name, the "fast track"



Source: GATT

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UN agency calls for legislation to protect strikers

By Michael Smith, Labour Correspondent

The International Labour Organisation has called on the UK government to change employment legislation to protect striking workers. The call came after its ruling that the dismissal of 2,000 seafarers by P & O European Ferries breached international conventions.

The call by the United Nations agency, to which the UK is a signatory, represents the latest in the series of clashes with the government.

The ILO has also criticised the UK over restricting subject matters for industrial disputes and the government's handling of the GCHQ communications centre in Cheltenham, western England.

The disagreements demonstrate the divergence between the government's thinking on employment law and that of other countries.

In the latest ILO ruling, the agency's governing body upheld a complaint from the NUS' seafarers' union, since merged into the RMT transport workers' union, over the P & O sackings. The NUS claimed British laws allowing the company to dismiss all striking Dover employees were incompatible with ILO conventions on freedom of association. The strike was in protest at reorganisation.

The Department of Employment said yesterday it was studying the ILO's ruling. It said there was nothing in the UK's employment laws which breached the ILO's conventions.

The organisation urged ministers to revise employment protection legislation after the committee said



Willis: workers under threat

workers should not be dismissed for participating in a strike.

The committee also said

employees sacked during or after a strike, or other industrial action, should be able to challenge their dismissals before a judicial authority. The NUS was unsuccessful in trying to initiate unfair dismissal proceedings for about 1,000 strikers who were not re-engaged by P & O.

Mr Norman Willis, general secretary of the Trade Union Congress, said the ruling showed the government had given unscrupulous employers a licence to destroy workers' livelihoods.

The government has backed the authority of the United Nations on other issues, and that is right for all our sakes," he said.

"The government must act to uphold the authority of the ILO conventions, which are an integral part of the body of international law."

Gas price rises 35% for power projects

By David Thomas, Resources Editor

British Gas is announcing today that it is raising the price of gas for new electricity generation projects by 35 per cent.

The increase, which comes into effect tomorrow, drew an immediate response from Mr Michael McKinnon, director general of the Office of Gas Supply (Ogas), the industry regulator.

Ogas interpreted the increase as an attempt by British Gas to choke off demand in the newly emerging market for gas-fired generation and threatened to refer the move to the Office of Fair Trading, the competition watchdog.

A healthy gas-fired generating market is crucial to the government's plans to inject

competition into the newly privatised UK electricity supply industry, since nearly all the potential new electricity generating companies wish to build gas-fired plants.

British Gas is announcing today an increase of 50 p a therm to 22.1p in the basic gas supply contract used by electricity generators. This contract, known as the long-term interruptible schedule, covers very large contracts, typically more than 100m therms a year taken out for lengthy periods of 10-20 years.

Mr McKinnon said: "In Ogas's opinion, there are no viable reasons either in the cost structure or in external market conditions to justify such an increase."

Pressure mounts on pay deal for civil servants

THE GOVERNMENT faces strong pressure to concede pay rises above inflation to more than 300,000 civil servants after the disclosure yesterday that half of private sector settlements in the last year have been between 3 and 10 per cent, writes Michael Smith.

Under pay agreements with the civil service unions, the government is committed, other than in exceptional circumstances, to pay increases for junior and middle ranking civil servants which fall in the middle 50 per cent of deals in

the private sector.

The pay rises are due for implementation in April, a month when most economists expect the annual inflation rate to fall below 7 per cent.

Yesterday's figures, from the Office of Management Services,

means the government faces a dilemma. It is likely that it will have to choose between paying below 8 per cent, and thus face union accusations of breaking the pay agreements formulated only two years ago, or ignoring its own advice to employers to keep pay deals low.

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Iron Lady resurfaces to praise Downing St successor

By Philip Stephens, Political Editor

FOR Conservative MPs it was the making of their new prime minister. To the dismay of a still-disgruntled few on the right of the party, Mrs Margaret Thatcher added her voice to the accolades.

After a 100 days in the job, Mr John Major was announcing that the end of a war in which victory had been swifter, more decisive and less costly than he could ever have hoped for. That he did so without triumphalism but with customary calm reinforced the sense of achievement.

There was no inclination among the Conservative MPs and ministers crammed into the Commons chamber to recall that in the deserts of the Gulf Britain had been bot a small cog in an American wheel. What the statements from Downing Street had always been a few minutes after those from Mr George Bush's White House.

Instead, Mr Major had proved that he had the nerve and the maturity to lead the nation in war. As Mrs Thatcher reminded the Commons, no-one had known a few days, let alone six weeks ago, that the casualties would be so light. The voters, many Tory MPs were thinking, would reward their prime minister - and the government. This was the backdrop they needed for a June election.

The government has backed the authority of the United Nations on other issues, and that is right for all our sakes," he said.

"The government must act to uphold the authority of the ILO conventions, which are an integral part of the body of international law."

Mr Peter Brooke, Northern Ireland secretary, gave no indication of having made any progress in efforts to start round-table talks on the

BRITAIN IN BRIEF



MPs criticise use of funds on defence

The Ministry of Defence has been sharply criticised by MPs for lack of accountability to parliament and the public when releasing details of budget cuts.

It also rebuked the MoD for squandering public funds, including nearly £40m on a project which it is now abandoning.

The manner of announcement and explanation of those measures which have so far been made public has been unacceptably haphazard," the Commons defence committee said in a report analysing short-term savings made by the Royal Navy.

Ministers had released often incomplete details of the cuts, the committee said, sometimes directly to MPs, and at other times through news releases or in written answers.

The committee examined a series of decisions taken last year to save a total of £650m from the defence budget.

No progress on Ulster talks

Local authority chief executives have come out in favour of abolition of the community charge, or poll tax, and its replacement with a tax based on property values.

Their policy confirms a pattern emerging increasingly from local government leaders.

Both the Association of District Councils and the Association of County Councils

now favour the replacement of the poll tax by a domestic rating system based on the value of a residence.

Sir Gordon Borrie, the director general of fair trading, has welcomed the arrival of new European entrants into the UK grocery sector, saying that the arrival of discount retailers offered new competition to existing retailers and gave consumers a greater choice.

Sir Gordon's comments follow the start of an Office of Fair Trading inquiry into allegations by Aldi, the German discount retailer, with over a dozen shops in the UK, that supermarket chains had urged manufacturers not to supply its stores because of its low pricing policies.

However, Sir Gordon said he could find "no firm evidence" that existing supermarket chains were colluding to squeeze them out of the market.

A working party from the National Economic Development Council has come out in support of calls for the creation of a central body to solve London's transport problems.

It said a two-tier, non-elected

regulatory and management body should be set up under the auspices of the Department of Transport. The top tier

would be charged with drawing up a transport strategy and the second tier with implementing it.

The aim would be to provide a means of co-ordinating an attack on the capital's worsening transport problems but at the same time avoiding the re-creation of a

controversial and powerful locally-elected body such as the former Greater London Council.



Conservationists have lost the final round of their battle to block a controversial plan by Lord Palumbo for the redevelopment of the Mappin & Webb site (above) at Poultry, near the Mansion House, in the City of London.

Five Law Lords ruled unanimously that the development can go ahead which means that a design described by the Prince of Wales as resembling "a 1930s wireless."

European retail New transport body urged

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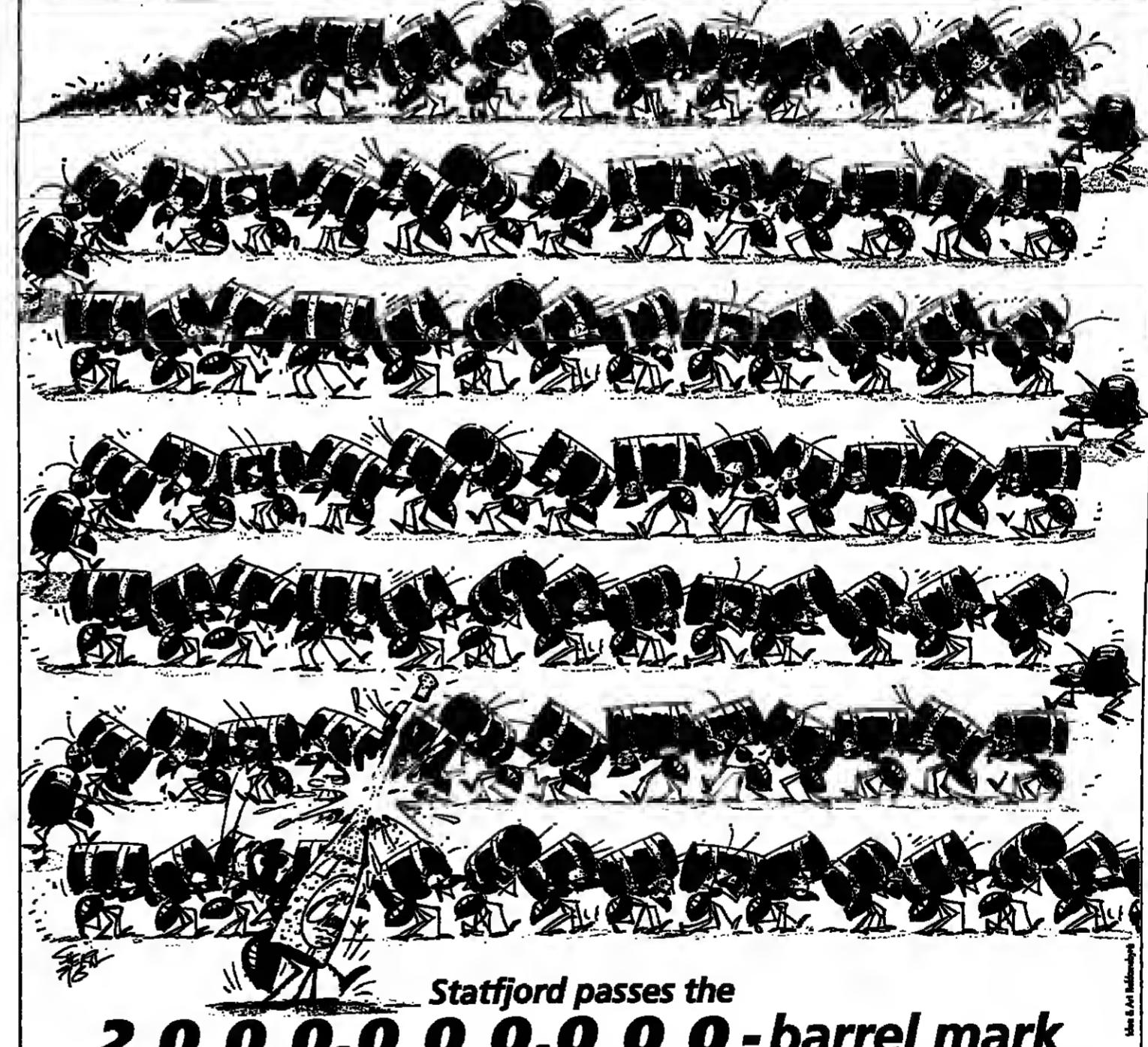
colluding to squeeze them out of the market.

Ulster jobs law changes planned

The government has published its plans to amend a flaw in Northern Ireland's fair employment legislation which is holding up more than 100 cases of alleged religious discrimination in the workplace.

The Fair Employment Act (Northern Ireland) 1989 established a Fair Employment Tribunal to adjudicate on cases of alleged religious discrimination but the first case was adjourned when the Tribunal refused to order disclosure of certain documents requested by the applicant.

To have done so would have left the employer at the risk of committing a criminal offence under Section 30 of the Act which prohibits the disclosure of monitoring information.



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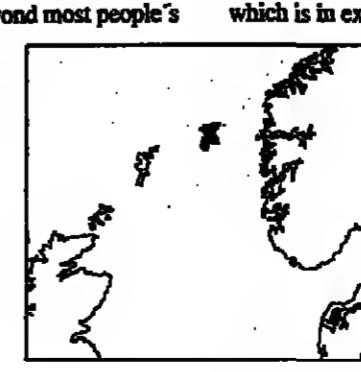
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The field's success is also due to technological innovations.

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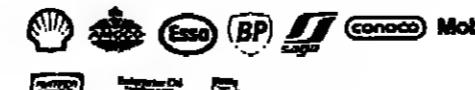
We have also started the development of two satellite fields, where new subsea technology will enable us to recover even larger oil reserves from the Statfjord area.

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UK NEWS

ECONOMIC POLICY

Labour attacks Tories over use of interest rates

By Ivo Dawney, Political Correspondent

MR NEIL KINNOCK, leader of the opposition Labour party, reflected on domestic political hostilities last night with a wide-ranging attack on "short-termism" in the government's economic policy.

In a heavily-promoted speech in London, he attacked the Tories for using only high interest rates to tackle the recession, claiming they were failing to address declining UK competitiveness in manufacturing and skills.

The occasion, organised by Labour's Institute of Public Policy Research, was clearly intended to return the political spotlight from the Gulf to the domestic economy.

Labour strategists are increasingly wary of an early general election in the wake of the UN allies' victory and the sharp rise in Mr John Major's popularity ratings.

With the Gulf war now over, they are determined that in the prime minister's personal responsibility for the current economic downturn, not least as a former chancellor and chief secretary to the Treasury.

In his opening remarks, Mr Kinnoch told an audience of some 200 businessmen, finan-

ciers and trade unionists that the current recession and its predecessors in the early 1980s were both "home-made" in Downing Street. The adoption of a high-interest rates policy for tackling inflation was a short term measure that would merely suppress the disease not cure it, he added.

Accusing the government of "bias against the future", he went on to warn that the government's tendency to look for quick solutions meant that it boosted demand-led consumption at the expense of investment. The use of interest rates alone to defeat inflation would depress manufacturing investment and hence long-term competitiveness.

Turning to Labour's proposals for industrial policy, Mr Kinnoch said: "Britain needs an economic policy that will tackle recession now and in the course of doing that will contribute to its building economic growth in the future."

In the era of the exchange rate mechanism, the UK had to emulate its European partners by promoting better quality, process and product innovation and design. These would involve "modern economic management" and the use of

Lamont dampens hope of cuts

By Ralph Atkins

MR NORMAN Lamont, the chancellor of the exchequer, yesterday sought to dampen hopes of a further cut in interest rates in the near future in what were almost certainly his last public comments before the Budget.

Speaking in the House of Commons, Mr Lamont insisted that he was "not going to take any risks either with the exchange rate or with interest rates".

He hoped that MPs would "not have exaggerated ideas about interest rates which may, or may not, be possible".

Mr Lamont gave no clues about the changes he will make in his Budget on March 19 in spite of much clamouring from some Conservative MPs for cuts in the cost of borrowing.

ing and tax changes to help business.

But he hinted that the government's inflation forecast of 5½ per cent at the end of the year would be revised downwards significantly.

That prediction had been made at the time of the Autumn statement, he said.

Also during Treasury questions, Ms Gillian Sheppard, junior treasury minister, referred MPs to the lower levels of inflation being forecast by the end of the year by the majority of independent economists. Significantly, Mr Lamont stopped short of settling zero inflation as the government's eventual target.

Neither France, Germany, nor Japan looked as though they were about to achieve

that, he said.

"So I think our first objective must be to get a sharp reduction in the level of inflation down to that of our competitors," he added.

Mr John Smith, the opposition Labour party's Treasury spokesman, complained that Britain was the only country in the European Community which was suffering from a recession.

In reply, Mr David Mellor, chief secretary to the Treasury, said there had been a decade of "unparalleled success" for the UK economy.

Mr Alan Reith, the Treasury spokesman for the centrist Liberal Democrats, said it was important for the UK to avoid gaining a reputation for devaluing its currency.

That prediction had been made at the time of the Autumn statement, he said.

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Differential pricing may not be on the cards

Clay Harris and John Thornhill on choices retailers face following a change in the law

BRITAIN is preparing to move away from a retail system based on fixed prices, and, perhaps, from the cashless society. From this month merchants will be allowed to charge different prices depending on how the customer chooses to pay.

The legalisation of differential pricing follows a lengthy debate on the role and costs of credit cards in the economy. The move is intended to end the subsidy which users of credit cards are deemed to receive from customers who use other methods of payment such as cash, cheque or debit cards.

Acting on the advice of a Monopolies and Mergers Commission report in 1983, the government has removed the legal support for the "no discrimination" clause in credit card issuers' contracts with merchants. This forbade traders from charging customers more for one method of payment than another.

The credit card companies were free to remove this clause from yesterday and must do so by March 7.

So far, no leading retailer, hotel chain or restaurant has indicated an intention to charge different prices. In a recession, they cannot risk driving away customers. But many are prepared to reconsider if a brave rival leads the way.

Smaller independent retailers and restaurants are more likely to be the first to break ranks.

If this happens, however, it is possible that cash payers will not see any benefit in the form of lower prices, and credit card companies admit they may be deterred from exercising their contractual powers to limit a merchant's surcharge on card-using customers to its actual costs.

If the legalisation of differential payments leads to a greater use of cash, it may also have an impact on areas not directly related to retail prices. These include a possible encouragement to violent crime and a setback to efforts to control the black economy.

If cash costs less, moreover, some customers may forgo their protection under the Consumer Credit Act which applies only to credit card transactions over £100, and not to cash.



Plastic welcome: but it is now legal to charge extra

The act's guarantees were instrumental in obtaining refunds for customers in a number of recent corporate collapses.

On the other hand, those who worry about excessive personal credit hope that charging a higher price for card use will deter some customers from running up huge bills.

Even consumer organisations that supported legalisation of cash discounts worry that the rules drawn up by the Department of Trade and Industry are complicated and open to abuse.

Briefly, these state that any merchant intending to charge different prices must post notices at each entrance and till. These must spell out that the merchant has an "indicated price" for goods, which is not applicable to all methods of payment. Any surcharge or discount, either as a percentage or fixed sum, must be spelled out for each form of payment.

In restaurants, this information must also appear on menus. At petrol stations, it must be displayed on roadside signs, pumps and at the till. The maximum fine for breaking the regulations is £2,000.

that credit cards are still more expensive than cash and cheques, but it is possible that for some large retailers, debit cards like Switch and Connect - which are like electronic cheques - are cheapest of all.

Each merchant's charge for credit cards is determined by a "matrix" which takes into account turnover, industry sector, average transaction size and specific fraud experience.

Some retailers pay credit card companies up to 5 per cent on every sale. However, big retailers are able to negotiate competitive terms. In some cases the difference between cash payments and credit cards is as small as 1 per cent.

The average charge to merchants for cards run through the banks like Visa and Access is 1.65 per cent, according to one study quoted by Diners Club.

Mr Ann Perkins, director of cash and handling operations at Securicor, the security group which transports £100bn a year in the UK, puts this into perspective. She says the delivery of cash to a local bank by small traders is likely to cost them about 40p per £100, or 0.4 per cent. Using a cash handling system like Securicor's, she can reduce this by half.

Large retailers who consolidate their own cash and have it delivered to banks' wholesale centres cut the cost even more.

Similarly, a 15p per cheque handling charge can come down to anywhere between 3p and 10p for big retailers.

One leading High Street retail chain estimates that its credit card transactions are five times as expensive as handling cash and cheques.

Mr Mike Wilsey, assistant director of the Retail Consortium, the trade association for the industry, suspects some retailers may experiment with dual pricing in a few stores to see how it is received. "If that happens there may well be a knock-on effect. But it is probably more likely that they will offer a discount for cash rather than a surcharge for credit cards."

The Consumers Association disagrees: "We think it is more likely that retailers will surcharge rather than discount." Additional reporting by David Churchill

WHAT THE RETAILERS ARE DOING**■ British Petroleum:**

The oil company decided against dual pricing at its petrol stations because of potential confusion to customers and administrative difficulties.

■ Boots:

The retail chemist chain decided a year ago not to introduce variable pricing. "We have made a concrete decision rather than just ignoring the question."

■ Tesco:

The supermarket chain says: "We think customers are beginning to find that it is more convenient and safer to use plastic cards rather than carrying a lot of cash around and that applies to the stores as well."

■ Marks and Spencer:

"We have a standard price for everything and dual pricing is not an issue," says the retail group, which only accepts its own credit cards. "We would like to see the usage of our card go up; it gives us a wider customer base where we can market other goods."

■ Trusthouse Forte:

The hotel group has no plans to charge different prices. It wants people to pay by credit card as this is more secure than hotels having large amounts of cash on hand.

■ Savoy Group:

Managing director of the hotel group, Mr Giles Shepherd, says: "I'm not going to charge my cash customers one price and credit card customers another."

■ Dixons:

The electrical goods retailer says: "We just want customers to buy the product; how they pay is somewhat secondary."

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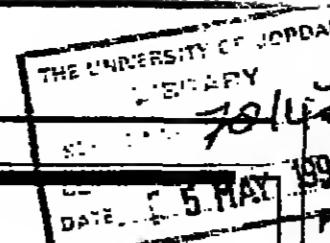
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FT LAW REPORTS

Time-barred demurrage claim can go ahead

THE BAIONA
 Queen's Bench Division (Commercial Court): Mr Justice Webster; February 19 1991

A CLAIMANT'S potential remedy against his solicitors for delay in appointing an arbitrator is a relevant consideration for the court when deciding whether he would suffer undue hardship if he were granted an extension of time in which to bring his claim; but it is not a consideration to which much weight is attached. If the solicitors' fault was not grave and if the respondent suffers no prejudice from the delay.

Mr Justice Webster so held when granting an application by Unistrap SA, owners of the Baiona, for extension of time in which to claim in arbitration against the charterers, Jenson & Nicholson (S) Pta Ltd.

HIS LORDSHIP said that on January 4 1990 Baiona was chartered for a voyage from Kingang to Portbander.

The charterparty contained an arbitration clause which provided that any claim must be made within three months after final discharge.

The shipowners had a demurrage claim against the charterers, but were out of time in appointing their arbitrator.

They now applied for extension of time under section 27 of the Arbitration Act 1950, which provided that the court might extend time if it was of the opinion that 'undue hardship would otherwise be caused'.

The principles to be applied under section 27 were:

1. 'undue hardship' should not be construed too narrowly;
2. 'undue hardship' meant excessive hardship and, where the hardship was due to the fault of the claimant, it meant hardship the consequences of which were out of proportion to such fault;
3. in deciding whether to extend time or not, the court should look at all relevant circumstances;

4. the following matters in particular should be considered:

- (a) the length of delay;
- (b) the amount at stake;
- (c) whether the delay was due to the fault of the claimant or to circumstances outside his control;
- (d) if it was due to the fault of the claimant, the degree of such fault;
- (e) whether the claimant was misled by the other party;
- (f) whether the other party had been prejudiced by the delay, and if so, the degree of such prejudice (see *Joceline [1977] 2 Lloyd's Rep 121*).

The amount at stake was not very substantial. The claim was for just over £185,000.

There was a total delay of 56 days. The first period was 42 days from when the time limit expired on March 26 1990, until the shipowners' solicitors realised they were out of time.

The second period was 14 days between that date and issue of the present summons.

The 42-day delay occurred because the shipowners' solicitors failed to explain to the assistant solicitor handling the matter that in an arbitration clause in the present context there might be a short time limit and that it was normal procedure, on being handed the litigation file, to inspect the clause for time bar. She only made a cursory reading of the charterparty and did not realise the arbitration clause contained such a time limit.

During April 1990 there was correspondence between solicitors. On May 23 the shipowners' solicitors threatened to appoint an arbitrator. On May 25 the charterers' solicitors asked for time. On June 1 they set out the charterers' case and on June 21 the shipowners' solicitors joined issue with their defences and asked them to agree to appointment of a sole arbitrator. No response was received to that request.

On June 26 the three-month time limit expired. On July 3 the shipowners' solicitors wrote to the charterers' solicitors about agency expenses. Again no response was received. On August 2 the shipowners' purported to appoint an arbitrator, but failed to notify the charterers.

On August 7 the assistant solicitor for the shipowners checked the arbitration clause and, for the first time, saw the time-bar provision.

The 42-day delay period was the fault of the shipowners' solicitors, and was therefore to be regarded as the fault of the shipowners themselves.

But this was not simply a case in which they had been doing nothing at all. On the contrary, they had been pursuing the charterers' solicitors in correspondence. The delay could not be categorised as grave.

As to the 14-day delay, the shipowners accepted that once a party was aware he was out of time, he must act promptly in issuing his summons. This period of delay was partly attributable to a misunderstanding on the assistant solicitor's part. She thought, wrongly, that it was necessary to obtain leave to serve the summons out of the jurisdiction. The shipowners must be regarded as at fault in relation to this period of delay.

The total delay of nearly two months was attributable to the shipowners' fault, and not to circumstances outside their control. But the degree of such fault must be measured partly in the light of the communications between the solicitors. It could not be categorised as grave, even taking into account the total period of delay.

The shipowners did not suggest they were misled by the charterers; and the charterers did not suggest that they had been prejudiced by the delay.

Against that background the court had to consider whether the shipowners had suffered hardship the consequences of which were out of proportion to their fault, and whether, taking account of all the relevant circumstances, it should extend time.

The charterers argued that the shipowners would not suffer undue hardship if their application were refused, because they would have a claim over against their solicitors.

In *Birkett v Jones [1978] AC 297, 326* on an application to dismiss an action for want of prosecution, Lord Diplock said that if the solicitor's fault were a matter which the judge ought to take into account in deciding whether to dismiss an action for want of prosecution, the court would have to embark on what in effect would be a negligence action by the plaintiff against his solicitors. He said: "That clearly is impossible". He said there had been consensus of opinion in the Court of Appeal that "the question of what remedy, if any, the plaintiff will have against his solicitors if his action is dismissed is an irrelevant consideration".

In *Birkett v Brown [1981] 1 WLR 744, 752* which was concerned with whether it would be equitable to allow an action to proceed under section 2D of the Limitation Act 1939 when the three-year limitation period had expired, Lord Diplock said, "when weighing what degree of prejudice the plaintiffs have suffered, the fact that if no direction is made under section 2D he will have a claim over against his solicitor for the full damages... must be a highly relevant consideration".

The two decisions were difficult to reconcile.

If the present application were to depend on which of the two apparently conflicting decisions the court should follow, it would follow *Thompson v Brown* because the issues that arose under a section 27 application were more akin to those that arose under section 2D of the 1938 act than to an application to dismiss for want of prosecution, although the issues in all three cases had much in common.

The court also took into account the fact that according to present practice reflected in the Supreme Court Practice 1986, availability of remedy only concerns an applicant's solicitor: was relevant to an application to extend the validity of a writ under RSC Order rule 8(2) (see note to that Order at paragraph 58(3)).

The existence of a potential claim over against an applicant's solicitors was relevant to the question of "undue hardship". Relevant to that weight to be given to that consideration was the presence or absence of difficulties which would affect an applicant making such a claim.

It was always likely to be more difficult for a plaintiff to pursue a secondary claim against his solicitor than to pursue his primary claim against the original defendant, if only because that defendant could not be made to participate, particularly in the way of discovery, in the secondary claim.

Although the court took into account the shipowners' potential claim against their solicitors, it did not attach any considerable weight to it.

The shipowners would suffer undue hardship if extension of time were refused. The application was granted.

For the charterers: Jonathan Gaisman (Clyde & Co)
For the shipowners: Anthony Clarke QC and Simon Rainey (Withers)

Rachel Davies
 Barrister

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THE PROPERTY MARKET

Holford keeps up momentum

By Paul Cheeseright, Midlands Correspondent

HOLFORD ESTATES, the property subsidiary of IMI, the international engineering group, is about to start work on the second phase of the industrial park from which it derives its name. It might seem a strange time to be doing it. The park is at Witton, three miles north of the Birmingham city centre and alongside the M6 motorway. So it is right in the middle of a region that is not only the hardest hit by recession in the UK but also has an abundance of disused industrial property. Birmingham City Council said that at the end of 1990 there were within its boundaries 5m sq ft of vacant industrial property and 800 acres of available industrial land, of which 400 acres are derelict.

But Holford has seen all this before. Its origins lie in the fact that half the 220 acres IMI owns at Witton were surplus to its manufacturing requirements after the early 1980s recession. "Holford Estates began in 1984 when the market was as bad as it is now," said Mr Barry Jones, the managing director. "Then we went into the exercise of looking at what we could do with 100 acres of virtually no value."

This process of finding alternative uses for old industrial land gathered momentum during the 1980s as vigorous

returned to the regional economy. Indeed, throughout the West Midlands, some 6,000 acres of derelict land were reclaimed between 1982 and 1988. And, where it has been started, the process carries on. A little further north than Holford, along the M6, Triplex Lloyd, another engineering group, is, for example, turning the site of an old steelworks into retail arcades, bars, a multi-screen cinema. But a developer looking for land on which to develop what might loosely be called urban regeneration projects are now more scarce.

Holford Estates never had the problem of buying land. So it starts its operations on a different cost basis from the average developer. But it does not escape the cost disciplines of the developer. These are imposed by a parent company which accepts that the financing criteria of property are different from those facing a company making widgets but psychologically is accustomed to a new phase - 490,000 sq ft of buildings on 37 acres - will start in April. The government has agreed in principle to provide a city grant of £5.3m to help meet total expected costs of £31m. But this time, Holford Estates will sell to build and, while it is willing to prepare the infrastructure, it will not construct the buildings without a pre-let.

In the first place IMI expects Holford Estates to give it a return on its land assets, a valuation on which is fed into the industrial park's cost calculations. Holford Estates is no different from any other devel-

oper in wanting a 20 per cent margin, but, because the first phase of the park is held as an investment, that does not have to happen immediately. The discipline, though, is that the return should start to show through after the first rent review.

Second, IMI acts as the banker for Holford Estates. IMI treats the property company as what Mr Jones calls "a reasonable risk" but if IMI manages to borrow cheaply on the markets it will not necessarily pass on the bargain. This suggests that although IMI will not oblige Holford Estates to pay four points over base rate - which is what smaller developers are paying even at the end of the 1980s - it will expect two points.

In 1984, when groups such as IMI were recovering from harsh retrenchment, the commitment was made to spend £28m over seven years to build, in a landscaped environment, 675,000 sq ft of space. Of this a maximum £5.8m was committed by the UK government in the form of urban development grant. Since then 525,000 sq ft has been completed and placed with tenants on 25-year leases.

A further 140,000 sq ft is tied up in the expansion plans of these tenants. To all intents and purposes the first phase is finished.

No halt in the rate of decline

THE downward trend in the market continues unabated on all performance measures.

The Investment Property Database, which has been re-based on more information, believes that 1991 has yet to see a deceleration in the rate of decline. The index has registered a fall in each of the year-on-year total return, capital growth and rental value growth figures.

The worst figures in all three categories were on the capital account, reflecting the continued outward movement in yields. The newly-launched IPD monthly equivalent yield series shows one of the sharpest outward movements since its January 1987 starting date.

The IPD describes the market as "paper thin" and compares it with 1974. "There are periods in the cyclical pattern of the investment property market - which may last for many months - during which the market virtually disappears," it says. "No one will sell at a price buyers are willing to pay. Assets are frozen in investment portfolios and

investment sites are deserted."

The relative position of the three sectors was unchanged this month. The weakest, the office sector, produced a monthly return of -1.6 per cent. Its rental value growth was negative for the month (-0.9 per cent) and was negligible over the year to January, with a significant outward movement of yield (0.30), taking it to 9.3. There was also a substantial decline in total return and capital growth, which fell to 2.1 per cent.

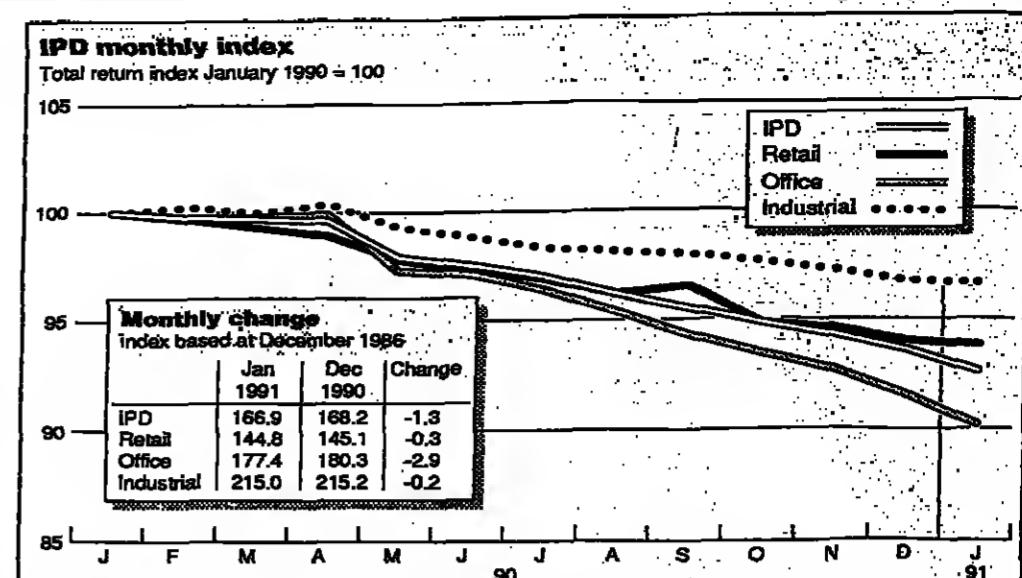
By contrast, there was a relatively small shift in the retail yield of 0.13. Total return and capital growth shifted down by 0.3 and 0.8 percentage

points respectively. Rental values which rose by 0.3 per cent was the only performance measure to show any positive movement in the sector.

Industrial property showed only a marginal drop in returns in January, while capital growth fell more dramatically by 0.8 per cent. The equivalent yield movement over the month was similar to that of the office sector and has brought the equivalent yield, at 11.0 to its highest level since January 1987.

From January 1991, the number of separate property funds in the IPD has increased from 31 to 47, the number of firms of valuers involved from

Vanessa Houlder



10 to 17 and the number of live properties recorded from 817 to 1,442.

This has taken the capital value of the monthly index over the 23th mark for the first time, despite continually falling asset values throughout 1990. The larger sample should more accurately reflect short-term market behaviour.

It will also allow more detailed market analysis. This will include a monthly analysis of yields and yield movements by sector on a monthly cycle. The new fund data have been collected back to December 1986.

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ARTS

A prince among engravers

Patricia Morison visits the Fitzwilliam Museum, Cambridge

Spring has come to Cambridge and carpets of lemon-yellow acanthis are in full flower along the Backs. At the Fitzwilliam Museum, too, there is an array of temptations for the spring with three exhibitions, as well as the museum's full complement of treasures now returned after an arduous twenty-month tour of the US to raise funds.

There is a small selection of Venetian 17th- and 18th-century drawings, among them effortless pen sketches by G. B. Tiepolo of crumbling farmhouses in the Udine. The Fitzwilliam is the last stop for a terrific ceramic show, *Lucy Rie Horn Copper, and Their Pupils*. This is a large travelling exhibition mostly from private collections and supported by Hill Samuel Bank Ltd, until April 1. Best of all, the Print Room is staging a tribute to that prince of German engravers before Dürer, *Martin Schongauer* (until June 2), a lovely exhibition of some 60 engravings.

Schongauer died 500 years ago, probably of plague, when he was still in his forties. Little is known about his life beyond that he was the son of a goldsmith (the typical background of 15th-century engravers) and worked mainly in the prosperous town of Colmar in Alsace. He left a small number of paintings, the most famous being the "Madonna in the Rose Garden" beloved of Victorian copyists. Far more significant, however, was his legacy of 116 dazzlingly accomplished prints which put the craft of engraving on a new level.

More than most Northern late-15th-century realists, Schongauer was fascinated by detail and observed physical details. His "Death of the Virgin" is a crowded mass of figures, furnishings, and stiff leaves of drapery. It invites the viewer to look and peer, marvelling at Schongauer's precision with the toenails and veins in his elderly apostles' ankles. According to legend, the twelve apostles returned from heaven to help the Mother of God through her last hours. Schongauer's apostles are not the brooding mourners painted by Hugo Van der Goes, his Flemish contemporary. Instead, this is a deathbed

scene of animation and human warmth as the apostles fuss round the Virgin. One of them places a taper in her hands and another has a metal pot dangling from his arm. In the foreground is an elaborate candlestick such as the artist's own father would have been making. The apostles have brought devotional reading matter, and one of them holds his spectacles close to the page. All this friendly clutter anchors a moment of high devotional intensity firmly in the realm of everyday experience.

This mastery of crowd management is equally evident in the "Adoration of the Magi" and the eye for human detail that the artist carefully stored in the carrying-case for his master's gift back in his bag. The magi's retinue is made up of distinctly Turkish-looking soldiers under their its star-spangled banner and in the highly dramatic scenes of Christ's Passion, we find more turban-wearing Orientals. Many artists of the day were fascinated by eastern faces and costumes, but in the case of Schongauer scholars have wondered if he had first-hand experience of somewhere more exotic than Colmar - the Costa, perhaps?

If his *Wanderer* after finishing his apprenticeship took him south it would explain the dragon-tree and date-palm in his "Flight into Egypt" and the lizards he included, with the honeycomb glove and thistles. This is a magical handling of the subject, in which the palm-tree does not simply bend its branches to feel the Holy Family. Instead, Schongauer has five small but determined lizards weigh down the branches so that Joseph can pick a sumptuous meal of dates.

Schongauer's peculiar subjects are charming and a touch mysterious, too, since it is not sure who they were meant for. There are studies of animals - pigs, stags, and an unconvincing elephant - which he might have sold as models to craftsmen. Some think the coats of arms were made for the upwardly mobile burghers of Colmar. A delightful scene of a peasant family riding out of their village on its way to market was perhaps intended to be



The 'Nativity' by Martin Schongauer, in Cambridge until June

humorous although Schongauer has not caricatured the threadbare, barefoot poverty of the rustic world. A word of warning: these are not easy times for Britain's university collections so the Fitzwilliam has to be niggardly with opening hours. The museum is closed on Mondays. On Sundays and weekdays the upper galleries, including the Print Room, are open only from 2.00-5.00pm.

Prints and Drawings: New Acquisitions at the British Museum marks five years during which no less than 3,000 works have either been given or purchased on a slender budget. This is a large and enjoyably mixed show which contains

something for just about all tastes, from Norwegian landscapes to French revolutionary satirical prints. To single out just a few: the Museum now owns Gainsborough's only self-portrait and Richard Dadd's velvety "Hail in the Desert" which was unearthed by the BBC's *Antiques Road Show*. I fell for a breezily outdoors scene of a man and woman watching their decoy owl by the Baroque artist and hunting-addict Pier Francesco Mola. Three wonderful pen-and-ink drawings by Guercino are an hors d'oeuvre for feast of Guercino drawings which will be at the Museum in May.

Elektra

ZURICH OPERA HOUSE

There is no end to the fascination that Ruth Berghaus exercises in the German-speaking opera world. Understanding is optional: the Berghaus language is one that no-one else uses, and you either find it stimulating or a bore. Occasionally, as in the Vienna *Fierabras*, she hits upon an intriguing visual counterpoint to the score, and there can be fleeting, unique insights. More often her productions, however, are a theorist's puzzle, telling us more about Ruth Berghaus than about the work in hand. The Zurich *Elektra* falls into the latter category.

Here were all the Berghaus trademarks - the artificial sign language, decorating the work with psychological brushwork so that it becomes unrecognisable; the apportioning of a greater significance to every minor movement and gesture; the little jokes like the servant sneaking a packet of cigarettes to Elektra, or the way she dances a merry waltz with Aegisth, planting a sensuous kiss on his lips and then donning his top hat and tails. Nothing directly relates to the work Strauss wrote - to the vital human emotions expressed in the music, to characters drawn from classical Greek mythology, to family relationships gone awry.

What we have instead is an abstract, analytical, inexplicable *Elektra*, in which each character adopts a different set of mannerisms, walking, crawling and gesticulating like mechanical dolls, imprisoned by their own hang-ups about the past and future. Hans-Dieter Schall's set - a white post-modern labyrinth fronted by a central room

with open wall-frames - resembles a mental clinic, which has to be regularly disinfected by white-coated staff. The three leading ladies wear black miniskirts like an amateur uniform. Klytemnestra is an ageing tart with a pigtail and nailbites. Chrysanthemis spends the evening obsessively primping a yellow wedding dress, in which she emerges resplendent for the final scene.

One picks with care from this charade - the Zurich audience evidently loved it - but it was an *Elektra* best appreciated with eyes closed. The conductor, Ralf Weikert, paced the music with exemplary unshowy skill, reconciling all the extremes of mood and dynamic. The orchestra's attack was effortlessly secure. The performance emphasised the score's Wagnerian overtones - the constant groundswell of brass motifs, the moving stillness of the recognition scene. It was a hull's-eye performance, monumental and ecstatic.

Deborah Polaski's Elektra looked like an overgrown, deranged schoolgirl. She sang with clarity, intelligence and delicacy - she never resorts to screaming - but still suffers from a restricted top. It was a pity her scene with Reinhold Runkel's excellent Klytemnestra was allowed to pass for so little. Carmen Reppel, an experienced Chrysanthemis, made complete sense of all the notes Strauss gave her. Horst Hiestermann's Aegisth was another of his distinctive character portrayals. As Orest, Simon Estes looked and sounded like a robot.

Andrew Clark

Rihm's "Dies"

ROYAL FESTIVAL HALL

Last year's *Musica Nova* in Glasgow cast valuable light on Wolfgang Rihm's recent music, and confirmed him as one of the most intriguing of the younger European composers. But Rihm's work list is already so enormous, his changes of style apparently so confounding, that even such a useful introduction brought only partial enlightenment.

In his output there are a number of highly considered pieces: the London Symphony and Alvaro introduced one of those from the 1970s, *Dis-Kontakt*, to Britain during their Mahler Festival in 1986, and at the Festival Hall on Wednesday night the BBC Symphony Orchestra under Lothar Zagrosek brought the British premiere of Rihm's *Dies* from 1984, a massive, awesome choral and orchestral setting that must surely have dispelled many lingering doubts about Rihm's stature.

Dies is only partly what it title suggests - a setting, for choir, speakers and huge orchestra of the *Dies Irae* text from the Requiem Mass. For Rihm has tried hard to distance the work from the original liturgical context (quoting Brahms's *German Requiem* as his precedent) and made it, as he says, not so much about *Dies Irae*, the Day of Wrath, "but *Dies Ila*, that day, the day when man stands lone in his guilt and becomes his own accuser."

So the lines are mingled with other apocalyptic texts - from the Lamentations of Jeremiah, Revelations, and from Leonardo's prophetic vision, *De Metalis*, which foresees a New-Age-like future in which the Earth revenged itself on the human race for the crimes committed against it.

Andrew Clements

The texts, in Latin and Italian, are woven into a seamless whole and dramatically distributed between the forces; the effect is of a sustained onslaught of vivid imagery, matched to music of fierce intensity and sudden moments of sharp poetic beauty. One of the problems in coming to terms with Rihm's music has been the difficulty of pigeon-holing it: there are traces of many strands of European modernism and post-modernism, yet it cannot comfortably be assigned to any one.

So the grand rhetorical gestures of

Dies, the percussive tirades and volleys of brass, the superpositions of speech and song (recalling Schoenberg's own piece of apocalypse, *Jakob's Lieder*), and the lascivious, almost Verdian sweep of some of the solo lines, can all comfortably coexist. Rihm's is music of supreme instinct, and at his best in pieces like this, offers an exhilarating challenge.

Zagrosek's performance, assured, appropriately grand, involved a battery of choirs (the BBC's own Singers and Symphony Chorus, as well as Trinity College Chamber Choir and the Finley Children's Music Group); the soloists, in some cruelly exposed writing, were recruited from the London Sinfonia Voices.

The logistics and sheer difficulty of presenting *Dies* will keep it out of the reach of most choirs and orchestras, but the work will get performed, because it packs an elemental power that is quite special.

Andrew Clements

Mary Stuart

BOCKENHEIMER DEPOT, FRANKFURT

History's favourite queens, Elizabeth I and Mary Queen of Scots, never met, but everyone wishes they had. Two centuries on, the wish was granted in the theatre, but, to English eyes at least, by the wrong man - a German writing for a Catholic audience in the shadow of the French Revolution.

Schiller delivers a thumping blow to English textbook memories - a reminder that each age remakes history in its own image. Elizabethan traitors are Romantic freedom-fighters - Mary, raffish and ravishing, a Don Juan in petticoats, hostage to a collapsing ancien regime headed by fatally envious Bad Queen Bess.

Frankfurt's Lore Brunner, soprano pride modulating to adagio calm, is a magnificent full-blooded but not bloodily Mary. The world well lost for love, Mrs Brunner fights to the last, then sinner-monarch-murderer, image intact, in her finale. As Peter Wood pointed out in his 1988 Old Vic production, how well Mary's infinite capacity for love shows up against Elizabeth's infinite capacity for chastity. The climactic scene where they call one another "bastard" and "whore" still shocks. Here, Ursula Karusseit interprets Elizabeth's defensive hauteur as that of a woman successful but unsatisfied, upright, strong

yet longing to let rip. No wonder she falls for Leicester, ladykiller with no sexual hang-ups of his own.

Women beware women. Not between Middleton and oh, Salome or Saint Joan, can English theatre boast tragic female parts like these. Proto-feminist themes fly like sparks. The distorted Weltschauung of women with top jobs in a man's world: sexual jealousy frothing under rival female careers; men manipulating women bosses into pawns instead of queens.

The queen's men are killed out as 19th century City gentlemen whom Schiller might have met on a visit to London. Guards in full fury-hatted regalia, off-duty from the sentry box, bring them tea in the royal drawing rooms. A master-stroke of casting is Thomas Thiene's passionless pragmatist Burleigh: a Winston Churchill look-alike, bungling out of tone with Mary's paper candle, weighing up her fate, like

Energetic, perfectly delineated portraiture too from Wolf Idler's sinister-sympathetic Paulet, Adolf Laibach's faith-filled Shrewsbury. Sieben Ruhaak's cowardly foil-with-a-heart Leicester, honey-voiced dripping insincerity, and Hannes Granner's balloon-bearing Secretary Davison, who

looks as if he's on a day-trip with AA Milne to the Changing of the Guard.

Precise costumes - shaggy bear coat for Shrewsbury, dashing white fur for Leicester - take psychological cuture to the tilt. It's a colourful touch in a production limited in scope by the Frankfurt Schauspiel's current makeshift home at the Bockenheimer Depot. On this improvised stage, Heidi Brambach's set, a crescent of 15 identical doors opening on to changing interiors, suggests at once the mystique of an ever-plotting court, a prison with all escape barred, and the comic absurdity of tyranny, where no individual can get his entrances and exits right a triumph of variety and subtlety.

When Stephen Spender translated the play, he quoted Mary's own words to potential suitors: "No one was ever lucky in saving Mary Stuart". Modern English directors have gone for irony or adaptation, but in Germany there is a classical tradition which plays the piece as straight 19th century melodrama - which means taking it as seriously and idealistically as 19th century opera. When it works, as in Manfred Karge's production here, the effect is a knockout.

Jackie Wullschlager

42nd Street

DOMINION THEATRE

No show that contains even a tolerable rendering of "The Lullaby of Broadway" can ever fail wholly flat. There is also an undeniably kick to be had from tap dancing, well done. So it is good that *42nd Street* has been revived for an eight week stay in London's huge Dominion Theatre: an earlier, not vastly different version played for several years at Drury Lane.

The timing is good, too. *42nd Street* is symbolically sentimental about the American dream, the country coming out of the depression of the early 1930s. The US has just come out of another recession in foreign policy.

Yet *42nd Street* is a curiously old-fashioned piece. It is unusual nowadays to see up to 50 bodies on a London stage at the same time. It strikes one as anachronistic that they are all white. And it is an immense if pleasurable throwback to see such a wholesome, sprightly, of female legs. One thought that all that stuff had gone out



Jeanna Ward

years ago.

The audience loved it, perhaps more than the cast real-

ised. The applause starts as soon as the curtain begins to rise on the dancing legs. At the end, "Lullaby" has not even been encored several times. Instead, there was a single reverberating down from a pretty static position.

The story is faulty. Dorothy Brock, the star singer played here by Elaine Loudon, in effect goes out of the show after the first act for no very plausible reason. She says that she has found true love and is making way for a younger woman, who can dance as well as sing. This onset of generosity scarcely fits with her earlier bitchiness.

No matter. "You're Getting to be a Habit with me", "In the Money" and "Lullaby", not to speak of the tap dancing, some of it superbly done by Jenna Ward as Peggy Sawyer, the star from the backwoods, make up for an awful lot. The direction is by Mark Bramble. I liked it.

Malcolm Rutherford

Manfred Hemm

WIGMORE HALL

A first meeting with Manfred Hemm as Mozart's Figaro in Salzburg a couple of years ago was a reasonably pleasurable occasion, leaving the impression of a sturdy vocalist and forthright personality. Since then no operatic engagements have come the singer's way in this country and he has chosen to make his first English appearance in recital, which may or may not prove to have been the right decision.

A reacquaintance with this still young Austrian (born 1961) at the Wigmore Hall on Wednesday left mixed feelings. He certainly arrived here with plenty of voice, dark, strong, more bass than baritone; but when he calls upon it to deliver soft legato singing the instrument does not always respond as willingly as its owner would like. Often the

tona would give way and we were left with a hollow, sepulchral clang.

At first, in the Schnberg songs that opened his programme, there was also evidence of another problem. Hemm has a tendency to squeeze each note without vibrato, so that a song like "Die Sterne" sounds pale by note rather than in the long expressive lines which its composer must have intended. Nevertheless, as the evening progressed, the voice gradually became more flexible and the artist responded in kind.

In ease of vocalism Schnmann's *Liederkreis* Op. 59 marked an improvement. The voice moved better and Hemm seemed able to convey what he wanted the music to say. That view of the cycle was, however, a gloomy one, intensified by

slow speeds and solid playing in the accompaniment. "What means this dusk and dread?" asked the singer, with an uncanny knack for getting the darkest pronouncements to hit home, and the listener could but sympathise.

Ironically he produced his best singing in his other chosen cycle. This was an ambitious choice in front of an English-speaking audience: Vaughan Williams's *Songs of Travel*. But the broad character of the music suited the singer well, as it did his pianist, David Lutz, and they produced a performance full of panache. Hemm was letting himself go here in operatic vein. And it is in opera that we are most likely to welcome him back.

Richard Fairman

and Mon. Ends March 30 Hotel de Ville, Salle Saint-Jean Arturo Martini (1889-1947): the gently melancholy mood of the 49 bronze and terracotta works by the self-taught sculptor of the Valori Plastic group changes into voluptuousness with the female nude La Pisane. Ends April 7. Closed Mon.

Mosse Dapper Household Sculpture, a collection of 100 works in wood, ivory and brass from traditional societies in black Africa. Ends April 28. Daily Louvre, Pavilion de Flore Joss on Cleve: an exhibition showing the Italian influences on the Flemish painter, who became a Master in Antwerp in 1511 and visited Genoa around 1515. Ends May 27. Closed Tues.

ROTTERDAM Museum Boymans-van Beuningen Christoffel Wijl: recent paintings. In his first European exhibition, Wijl (b. 1955 Chicago) presents 40 works on the theme of language in painting. Closed Mon.

STUTTGART Staatssammlungen Acquisitions 1983-1990: drawings and engravings by Old Masters from the German, Italian and Dutch schools, including a Rembrandt. Also 19th century French prints Bredin, Bonnard, Vuillard and Roussel. Closed Mon.

ZURICH Kunsthause From Leibl to Pechstein: Drawings by ten German artists around the turn of the century, including Impressionist works by Menzel and Liebermann, as well as unpublished sketches by leading members of the Brücke, including Kirchner and Heckel. Daily

The Gothenburg Symphony Orchestra's visit to Japan next week offers the world's fastest-growing classical music market a chance to hear an orchestra which is already widely known through its recordings.

The orchestra's hectic recording schedule and increasingly frequent foreign tours are a reflection of the success it has enjoyed under its current music director, the Estonian-born Neeme Järvi.

The Japan tour opens on Tuesday at Suntory Hall in Tokyo with Sibelius' Second Symphony and the Mendelssohn Violin Concerto, in which the soloist will be Rollo Watanabe.

The orchestra plays in Nagoya on Wednesday, at the Shizuoka Shinshu Bunka Kaikan on Thursday, followed by two concerts at the Bunkamura Orchard Hall in Tokyo next Saturday and Sunday. The tour ends with concerts in Hiroshima (March 13) and Osaka (March 14).

FINANCIAL TIMES

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Friday March 1 1991

Now that the war is over

WAR MUST never be seen as an end in itself but as part of a longer process. In its immediate aftermath, in any part of the world, there is an opportunity created by the feeling of a new malleability, a sense that things have changed. If it was true in Europe and the Pacific in 1945, it is especially so in the contemporary Middle East, where intractability and violence have for so long been set in a muddle of shifting alliances and rivalries, where the enemy of my enemy has never necessarily been my friend in anything more than the short term.

President George Bush, in his moment of supreme triumph, never finer than in his exquisitely timed coup de grâce, must now seize this opportunity. So must those in Europe and the Arab world who shared in the victory, as well as those who did not. Their task is daunting.

Their task is to draw up an impressive balance sheet of advantage from the war with Iraq. The region's most powerful expansionist Arab country has been defeated in battle and its dictator neutralised, though not yet removed. The great erstwhile threat, Iran, has stayed on the sidelines. Its pragmatic leadership not exploiting its old adversary's downfall. Another Arab police state, Syria, emerges stronger by virtue of its participation against Iraq, but with less apparently overweening ambitions than Mr Saddam's. Arabs and Americans have fought side by side to establish regional stability, thus providing much-needed balance to the traditional US tilt towards Israel. For its part, Israel resisted the temptation to intervene despite provocative Scud attacks. The Soviet Union, whose capacity to make mischief is not yet extinguished, was mostly co-operative. Japan and Germany, the non-combatant economic giants, made substantial financial contributions to an effort designed to uphold the principles not of free trade but of a civil international society.

Impressive list

This is an impressive list, worth building on. Set against it must be the realisation that some of the core problems of the region, above all the Israeli-Palestinian issue, are still no closer to resolution. The Palestinians, not for the first time, appear losers in a war which they specially claimed to be fighting on their behalf. The PLO by its equivocal support for Iraq, may have lost such credibility as it spent years in establishing in the west. Israel remains as opposed to any territorial concessions as ever and now must feel more certain the US will not ask for them.

So, if the toughest nut shows no sign of cracking, how best may the great advantages of victory be exploited? The answers lie both in the short and longer term and all are concerned with security. The establishment of a regional security framework, which must have political, economic, and humanitarian as well as military dimensions, is the necessary precursor of any serious attempt to come to grips with the Palestinian question. Only when nations come to trust, and cease to fear, their neighbours can progress be made.

Lord Peter gets his building

THERE IS a large number of listed buildings in London, just as there is a large number of modern buildings which range from being not very good to plain awful. Judgment is subjective, but many Londoners could provide a list under both headings.

It is always necessary to strike a balance between preserving the best of the old while making room for what one hopes is the best of the new. That is what the debate over the Meppin & Webb site, close to the Mansion House and the Bank of England, has been about.

Test case

It is unfortunate that it became perceived as a test case between conservationists and developers. The conservationists argued that if redevelopment was allowed, it would mean the green light for redevelopment practically everywhere. Not so, said Mr Nicholas Ridley when he was environment secretary. Not so, said the planning inspector on whose advice he was acting. And, not so, said the Law Lords, who delivered their ruling yesterday in favour of Mr Ridley and the development



George Bush is now at the high point of his presidency. He has achieved an undoubted political and military triumph. Yet at the moment of victory he faces a much more difficult task to win the peace and to translate his international success on to the domestic arena. There are already dangers of triumphalism – one newspaper even comparing Mr Bush to Superman – as political Washington interprets the lessons of the war.

No one can take away from Mr Bush's achievement. Throughout the seven-month crisis he has been cleared of his determination to secure an unconditional Iraq withdrawal from Kuwait. He has shown considerable skill, both in assembling the international coalition, combining the most unlikely partners, and keeping it together. He has repeatedly defied the sceptics, by refusing to accept compromises he has secured a clear-cut victory.

In part this reflects his own experience in foreign affairs and his frequent telephone contacts with world leaders. It is also a tribute to the team he picked. His senior political advisers, James Baker, Brent Scowcroft and Dick Cheney, and the top generals, Colin Powell and Norman Schwarzkopf, have worked together more harmoniously than would have been imaginable under President Reagan. And the command structure has worked more successfully than during the Vietnam war.

Indeed, for many Americans, including for Mr Bush himself,

a key result of the Gulf war is to erase the memories of the Vietnam era. The legacy of that war, with its bitter divisions at home and 53,000 US dead, has hung over the past 20 years, creating doubts about America's willingness to act decisively. As General Schwarzkopf, a decorated Vietnam veteran, has said: "I hate what Vietnam has done to our country. I hate what Vietnam has done to our army."

Mr Bush has promised repeatedly that the Gulf would not be another Vietnam. He did not just mean that the US would not be bogged down in a lengthy and bloody conflict. He also meant that, with the US more united than at any time since the Second World War, victory would end what he called "the so-called Vietnam syndrome", by showing the US's determination to fulfil its obligations.

But if the Vietnam nightmare is now over, it has only been replaced by new myths based on the Gulf victory. Mr Bush has seen the crisis as a pivotal moment in the post-cold-war world – showing that, with US-Soviet rivalry abated, if not ended, the international community can act together through the United Nations to counter aggression.

Yet what Mr Bush has defined as a new world order is dependent in his eyes on American leadership. The UN may have provided the authorisation for action but only the US could provide the lead to secure the necessary diplomatic support and direct military action.

But for Europeans, partnership means a say in decisions.

Peter Riddell on the challenges confronting President George Bush

Burdens of victory



Bush savours success, now his task is to win the peace

The crude depiction of America as "one" again has been offered as an answer to the "declinists", who have seen US power as fatally weakened by the mix of over-stretched commitments and serious economic problems. Widespread criticisms in Congress of the hesitant and half-hearted responses by Japan and Germany to the crisis have been matched by pleasure at the continuing leading role of the US. There is only one superpower, the argument goes.

So far, the new world order is not just a *pax Americana*, as is as much for a domestic as for an international audience. The end of the Gulf war, with remarkably low casualties – fewer than have been murdered in Washington DC so far this year – is a source of pride and relief for most Americans.

But there is an ambiguity in the celebration. For all the expressions of patriotism since last August – yellow ribbons and Stars and Stripes everywhere – there has been little sense of jingoism. Rather, most Americans seem to have viewed the war as a necessary duty, to deal with an evil man who has done wrong.

There has been no desire for America to assume the role of global policeman. If anything, many in Congress have been

suspicious of Mr Bush's inclinations towards an interventionist foreign policy. The most frequently heard demand from Capitol Hill is that the US should finance more of the costs of the war and that US troops – all 537,000 of them – should be brought home as quickly as possible. Even a mainstream Democrat such as House Speaker Tom Foley has said that US taxpayers' money should not be spent on economic reconstruction in the region, and there should be a minimal continuing presence of US ground forces.

As the Falklands war did in Britain in 1982, the Gulf war has boosted American self-confidence. A Washington Post-ABC News poll this week shows that the number of Americans believing the nation is going in the right direction has risen from a record low of 19 per cent last October, in the middle of the budget battle, to a high of 58 per cent.

The central question is how long this mood – and approval ratings for Mr Bush up in the stratosphere, at well over 80 per cent – will last. By his own admission Mr Bush is much happier dealing with foreign than domestic policy issues, as reflected in the sharp contrast in the American public's relative rating of his performance in the two areas. He has frequently been ineffective on the home front, notably during the budget row of last October which so divided his own Republican party. His claims to be the "education" and "environment" president are widely regarded as hollow.

Now public attention will turn inwards. The key here is the economy. Administration officials and Mr Alan Greenspan, the Federal Reserve chairman, are confident that the recession will be mild and brief. There is some tentative evidence that the worst may be over, but many economists doubt whether the recovery will be as strong as the White House hopes.

If the economy is in reasonably shape next year then Mr Bush is a strong favourite to be re-elected in November 1992. While memories of his success in the Gulf war will fade, the victory will still be important politically. Mr Bush was the commander-in-chief who won, and it will not be hard for Republican strategists to set that as a measure for Democratic candidates.

Most of the likely Democratic challengers – with the notable exception of Tennessee Senator Al Gore – oppose the use of force only seven weeks ago. While they can argue that their difference with Mr Bush was about how to expel Iraqi forces from Kuwait, not whether to do so, most Democrats can easily be portrayed as failing the test of leadership when it counted. Only if the economy is in a mess might a Democratic populist and anti-foreigner candidate such as House majority leader Richard Gephardt stand a chance.

Triumphant war leaders seldom sustain their popularity. While life is now going to become more difficult for Mr Bush, he has passed the test for which his whole career has been a preparation – showing that he is a decisive leader in an international crisis.

The politics of humiliation

The war has not eased Arab grievances, says Roger Matthews

The politics of defeat in the Middle East have given way for the first time in its modern history to the politics of humiliation.

Such was the enormity of the threat deemed to have been posed by President Saddam Hussein that the US and its allies have in the past six weeks chosen to cross the line which separates military defeat from national collapse.

In aiming for the destruction of Mr Saddam's forces, the coalition forces chose to cripple Iraq physically, in total contrast to all other Middle East conflicts since the Second World War. In its wars, Israel sought to break Arab armies, not their economies. Iran and Iraq fought each other for eight years in the 1980s, but serious damage was mainly confined to a few dozen kilometres on either side of their border.

The impact of the allied strategy will have on the politics of Iraq and on the wider Middle East as yet incalculable. The assumption in Washington and other allied capitals is that the 18m citizens of Iraq and the other people of the Middle East will react differently to the US-led effort. When the liberated citizens of Kuwait look for Israeli flags to wave, it is clear that extraordinary changes are under way.

Whether they can be channelled constructively is another matter. None of the long-standing, fundamental Arab grievances against the US and its western partners has been eased. On the contrary, the size of the allied effort, the huge cost and the total commitment to the UN resolutions, have and will ever be harshly compared to attitudes to Israel's occupation of the West Bank and Gaza.

Very many more Palestinian demonstrators have been killed by Israeli troops in the past three years than American soldiers were killed by Iraqis. However much linkage between these issues is denied in the west, it is central to much of Arab thinking.

Mr Bush will be strongly encouraged by his European partners to tackle this problem with the same vigour as did President Jimmy Carter in the wake of President Anwar Sadat's visit to Jerusalem in November 1977. Despite its lack of warmth, the treaty between Israel and Egypt orchestrated by Mr Carter has held. President Hafez al-Assad of Syria, King Hussein of Jordan, and especially Mr Yassir Arafat's PLO, may in the months ahead be more responsive to an "American" plan which could be paraded as an achievement for the Palestinians and their supporters.

A determined Bush initiative would also help to choke off the residue of support in the Arab world enjoyed by Mr Saddam. Far from endorsing Mr Saddam's stated aims, it would confirm him as the comprehensive loser. And it would help to detach the Iraqi people from the humiliation of their leader.

Game with the name

■ What are we to make of the latest signs of life near the top of the UK stock exchange? Having cut its workforce by nearly a third over the last year, replaced almost all of its top executives, it is now doing the unthinkable and giving itself a smaller name.

The 217-year-old institution used to be known by everyone as the Stock Exchange. But the first signs that it was taking itself more seriously came in 1973, after the amalgamation of the provincial exchanges, when it changed its name to The Stock Exchange. Upper case or lower case is a lot to some people, you know. After that the name-trail goes a bit faint, since there are not that many officials left who can remember that far back.

The New York Stock Exchange, which has always prided itself on being number one, never accepted that number three London should use the definitive article so emphatically, hence the Stock Exchange, London, was fairly familiar for a while. But after big bang in 1986, the exchange took another leap forward and The International Stock Exchange was born.

However, the new men at the top of the exchange seem to have accepted defeat, for their bid to outdo the world. From May 7 it will call itself the London Stock Exchange, although it cannot use the initials LSE in case it gets confused with the London School of Economics. It has taken "months of preparation and research" to find a new name. Why didn't anyone think of renaming it Jonathan's Coffee House?

Plastic travel

■ News that Computer Cab, one of London's largest taxi companies is to offer its account customers the chance to pay by plastic card – in

OBSERVER



"I've half a mind to kiss a soldier."

China's leaders have so far refused to bless the project, not least because they feel it is over-ambitious and may well leave Peking to pick up large debts after 1997.

Even though Allen has been in Hong Kong for only a few hours, it seems he has already heard of the "keep mun" rule imposed on public servants by chief secretary Sir David Ford. All the new airport authority bosses would say about his prospects was: "The job is a great challenge."

Run for money

■ Hong Kong has just gained a new highest paid government employee with the arrival of 45-year-old construction man Richard Allen as chief executive of its Provisional Airport Authority. Although Sir David is not to be discounted, it is believed to exceed the package of more than HK\$2m (£134,000) received by the previous title holder Robert Owen, chairman of the Securities and Futures Commission.

Allen, a former chief of the Beazer group's contracting division, faces a tough and politically sensitive run for his money. He has to provide a new airport costing HK\$38bn, plus another \$60bn for support works including one of the world's longest suspension bridges, before Hong Kong returns to Chinese sovereignty in six years time.

With this in mind Co-operation North, an organisation which tries to encourage cross border contacts, has decided Saturday's match would be a fitting venue for the singing of a new "song of peace" for

Ireland. So before the players go onto the pitch to do unto damage to each other, the crowd will be led by the Irish police band in revised lyrics to the tune of Danny Boy – also known as The The Derry Air (to Roman Catholics) and The Londonderry Air (to Protestants).

Although the underlying intentions are admirable, the sentiments to be voiced might not always be uppermost in the minds of the 30 men doing battle for the oval ball – particularly the line that sounds in every repeated chorus:

"Let's think peace first."

Self-financing

■ The fame of Foreign & Colonial, Britain's biggest investment trust, is spreading into the ex-communist world.

Michael Hart, joint manager, says the trust has received a request from Yugoslavia for its annual report to be translated into Serbo-Croat. Moreover, a resident of Leningrad has shown he is fully conversant with the wily arts of capitalism. He wants Foreign & Colonial to lend him money so he can invest in its shares.

Back to normal

■ The scramble by British companies for potentially lucrative contracts to help rebuild Kuwait is perhaps not as intense as previously reported. The British Trade Office in Dammam, nerve centre of Kuwait's initial reconstruction efforts, was closed for the weekend yesterday as per usual.

Set piece

■ As every rugby union fan knows, Ireland play England this weekend in Dublin. In Ireland, the 15-a-side game is one of the sports which ignores the South-North border, players from Ulster being heavily represented in the Irish team.

With this in mind Co-operation

A born executive is someone whose father owns the business.

Other managers

have to be taught.

On the job, or in the classroom?

Answers in our survey on management education.

This week.

The Economist: the Must B(u)y A(lways) paper.

The Economist

■ Present front-runner for Observer's 1991 prize for elegant euphemisms is Hydraulics Research of Wallingford, the former UK government laboratory which went private about five years ago. On April 11 it is holding a "Seminar on Sediment in Sewers."

Keep it clean

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FINANCIAL TIMES

Friday March 1 1991

CHALLENGE TO MOSCOW

Miners begin strike for higher pay

By John Lloyd in Moscow

THE SOVIET government faces a new challenge to its authority today as nearly a million miners from the main Soviet coal areas start indefinite strike for higher pay, better food and decent housing.

This is the second nationwide protest by miners who earn £500-Rs500 a month, double the national average.

Their initial strike two years ago for more food and basic essentials, such as soap, first revealed the depth of popular anger at the failure of perestroika to deliver better living standards.

The latest strikes, co-ordinated by the independent miners' union formed two years ago, have been called in support of wage increases of between 100 and 150 per cent and in protest against the gov-

ernment's failure to honour earlier promises.

Miners in the Kuzbas area of Siberia have called for the resignation of President Mikhail Gorbachev, an end to the Communist party's monopoly on power and dissolution of the Supreme Soviet (parliament).

Their demands further raise the political temperature only days after Mr Gorbachev warned of the danger of civil war during a speech to tractor factory workers in Belarusia.

Some 600m tonnes of coal is produced annually in the Soviet Union, feeding many power stations and factories. A fall to production when stocks are low at the end of winter could lead rapidly to hardship with temperatures still below freezing. Many areas are already facing power cuts

because of cuts in nuclear power, transport and distribution bottlenecks and accidents.

Leaders of the independent miners' union, Mr Pavel Shishpanov and Mr Alexei Sergeev, said in Moscow yesterday that three of the main areas - the Donbas in the Ukraine, Vorkuta in the Polar North and Karaganda in Kazakhstan - will strike from today.

The Kuzbas miners, who failed to get support for a political strike in protest at the killings in Lithuania last month, go on strike from Monday. Shell Coal International last year signed a contract to import coal from this area for sale in north-west Europe.

The central authorities have made no efforts to avert the strike, and seem prepared to sit it out. Union leaders said

they held talks last weekend with Mr Gennady Yanayev, the Soviet vice-president and a former trade union chief, but without agreement.

Mr Vitaly Folkin, the prime minister of the Ukraine, said yesterday that the pay claim would add Rs500 to the republican budget, when it was already running a deficit of Rs1bn. "If we meet the miners' demands, we will have to slash funds to compensate people for retail price rises and repeat wage rises for some other workers. We cannot do it."

Kuzbas and Vorkuta miners are subject to food rationing, which includes only one kilo of flour and sugar a month.

Gorbachev appoints economic adviser, Page 6

Kohl defends policy on monetary union

By David Marsh in Bonn

CHANCELLOR Helmut Kohl, defending Germany's policies on European monetary union (EMU), yesterday insisted that "convergence in economic and budgetary policies" was the decisive condition for moving to a European currency.

His remarks on EMU came in a news conference at which he sought to justify this week's controversial government decision to raise taxes to cover Gulf war payments and the costs of German unity.

Last night, Mr Kohl achieved an important breakthrough on channelling more funds to depression-hit east Germany when he agreed with the federal states (Lander) to transfer an additional DM10bn (£6.5bn) this year to east Germany.

The extra funds will be channelled by changing a scheme for regional distribution of value added tax. This was sealed as a result of the Bonn government's agreement to abandon plans to abolish certain company taxes later in the legislature period. Mr Rudolf Seeters, the Chancellery minister, last night called the agreement with the Lander "a great act of solidarity" with the impoverished states of east Germany.

At his news conference earlier in the day, Mr Kohl termed as "absurd" a complaint from the spokesman of the European Commission in Brussels on Wednesday that Bonn was backtracking from the agreed timetable for setting up a European central bank.

"Everyone knows that this is

an existential question for Germany. We will only have a good and peaceful future in combination with Europe," Mr Kohl said.

However, he set down two conditions for monetary union. This had to take place at the same time as European political union - on which a parallel inter-governmental conference is taking place in Brussels. Additionally, monetary union would only succeed if it were based on convergent policies among member states, the chancellor said.

This conditionality was a key point in Bonn's draft text on the mooted EMU treaty, released in Brussels on Tuesday, which proposed delaying creation of a European central bank at least until 1997.

Bonn's strict conditions on moving towards EMU were also spelled out yesterday by Mr Jürgen Möller, the economics minister. He said "material changes" in stage two of EMU, due to start on January 1 1994, could only be agreed once there was clarity about the eventual stage three move to permanently fixed currencies. Mr Möller made his remarks in a statement released in association with his visit to Frankfurt for a meeting of the Bundesbank's policy-making council.

In fielding questions about domestic economic policy, Mr Kohl yesterday was clearly put on the defensive by German newspaper criticism of Bonn's latest tax-raising measures. He denied that he felt "guilty"

about the revenue-raising plan, which broke an election promise not to raise taxes to pay for unification.

Mr Kohl said that the east German economy had deteriorated more than expected because of a collapse in orders

from the Soviet Union. He admitted that he had underestimated the scale of problems during the hectic preparatory phase before German unity last year.

Howe warns on EC monetary split, Page 6

Kohl: "Convergence in economic and budgetary policies" the decisive condition for moving to a European currency.

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Spain cuts rates on government securities

By Peter Bruce in Madrid

THE SPANISH Treasury yesterday moved to rein back the peseta - the strongest currency in the EMS - by cutting interest rates on government securities in the wake of this week's reduction in UK base rates.

At its bond auction, the Treasury bill (Letras del Tesoro) rate was cut 0.32 percentage points to 13.999 per cent; three-year bonds shed 0.54 points to 13.996 per cent; and the rate on five-year paper fell 0.48 points to 13.805 per cent.

The cuts followed Britain's half-point cut in bank lending rates on Wednesday. Any cuts in Spanish interest rates would help to reduce pressure on the French franc and the pound, the two weakest currencies in the exchange rate mechanism of the European Monetary System.

The reduction made little difference, however, to the position of the peseta in the EMS. The Spanish currency, which fell to Pt462.43 against the D-Mark early yesterday, recovered later in the day and was quoted last night at Pt462.25, little changed on the previous close.

Analysts said the move had also been prompted by the end of the Gulf war, which the Finance Ministry has said could lead to a mini-economic boom as delayed investment plans are brought into play.

Although the cuts came a day after Mr Carlos Solchaga, finance minister, promised further short-term interest rate cuts, analysts warned that the Treasury may have "jumped the gun" on the central bank, which in the past two weeks has cut just 20 basis points off

its intervention rate and may be loath to proceed too quickly.

Despite pressure on the government to reduce the cost of money, a combination of strong credit demand, high inflation in January and rapidly growing money supply problems might force an upward readjustment of rates again before the summer if they fall too far now, economists warn. Rates on Spanish gilts fell 14 per cent last year, only to rise to nearly 15 per cent again as the economy resisted efforts to cool it down.

But the signs are that the authorities are going to make a concerted attempt this year to cut rates, although few economists expect falls of more than 1 per cent. It is assumed that the dollar will fall again after its recent rise - and drag sterling down with it.

Once the pound is back on the floor of the EMS exchange rate mechanism, and if the UK chancellor of the exchequer continues cutting interest rates, the Spanish, at the top of the system, will be hard pressed to hold the peseta within its EMS band unless they too reduce rates.

The government has said repeatedly that domestic interest rates would begin to fall once inflation showed signs of a sustained slowdown.

Madrid managed to draw the consumer price index down to a 6.5 per cent rise last year after 6.9 per cent in 1989, but poor figures in January pushed annualised inflation for this year up to 6.7 per cent. Mr Solchaga has said the February inflation figure will be significantly lower.

WORLDWIDE WEATHER

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Allies begin search for lasting peace

Continued from Page 1

Following a meeting late on Wednesday with Mr Douglas Hurd, the British foreign secretary, Mr Baker will meet the French, German, Italian and Canadian foreign ministers over the next few days before he leaves next Wednesday for his trip to the region.

He will visit Saudi Arabia, Syria, Egypt, Israel, Turkey and the Soviet Union and will consult the government of Kuwait. This will be Mr Baker's first visit to Israel.

The State Department said

yesterday that the areas for discussion would be regional security arrangements, arms control and proliferation, Arab-Israeli peace and regional economic co-operation.

A new UN Security Council resolution is being put forward by the coalition allies, dealing with the political terms and conditions to be addressed for the end of the war.

This will cover the specific ceasefire terms announced by Mr Bush and issues such as acceptance in principle of liability for damage and injuries caused by Iraq and the immediate

return of all Kuwaiti assets taken by the Iraqis.

The resolution will also remove economic sanctions against Kuwait (the freezing of its assets after the August 2 invasion), and will allow for the provision of humanitarian assistance to the people of Iraq.

Discussions are also under way within the coalition about continuing the arms embargo while Mr Saddam remains in power and about the maintenance of economic sanctions.

News of the ceasefire brought early gains on many of the world stock markets.

Kuwaiti firefighters not daunted

Continued from Page 1

pumping it to a secret location on the site - say the bombing was done with pinpoint accuracy, whereas the Iraqi sabotage was hasty and incompetent.

One refinery worker suggested that Iraqi sabotage had damaged only about 20 per cent of the equipment at Kuwait's refineries, but that must remain a very preliminary estimate.

The hundreds of burning oil wells are a much more serious problem, because underground pressure of oil and gas means they will not burn themselves out in the foreseeable future.

International relief efforts are at a standstill on the oilfields. Some 100 experts started returning to their embassies yesterday as Kuwaitis were struggling to restore a semblance of order to their country.

Mr Michael Weston, the British ambassador who was held up in the embassy for months after the Iraqi invasion, was mobbed by grateful Kuwaitis shouting "Long live Great Britain" when he

returned to his post in a helicopter.

British Marines and soldiers, including bomb disposal experts, had earlier abseiled from a helicopter onto the embassy roof. They blew open the main door with explosives and searched for booby traps. Mr Weston said the word "barbaric" was too weak to describe the damage to Kuwait and its oilfields perpetrated by the Iraqi forces. "I'd idea it was so horrifying," he said. "Until me actually flies over them I don't think one can believe how terrible it is."

The Iraqis destroyed several royal palaces and caused other incidental damage to Kuwait City in August last year, and in a final act of revenge they hurriedly burned down oil installations, power stations and hotels in the last days before they fled.

A British Airways jumbo jet, which had landed at Kuwait airport as the Iraqi invasion was under way on August 2 last, is now a charred bulk, apparently set alight by the invaders along with another airliner.

Some installations have also been hit by allied bombs, but most were targeted deliberately because they were of strategic value to the Iraqis. Kuwait is not irreparable. Yesterday, British Hercules transport aircraft made their first flights into Kuwait airport to assess the most urgent supply requirements. Hotel workers were cleaning up the debris left by the Iraqi occupation in those hotels which were still usable.

Despite the smoke-laden mid-afternoon darkness, Kuwaitis continued to drive around hooting their horns, waving flags and cheering. Explosive ordnance disposal experts emerged from garages after seven months of idleness and Kuwaitis took video film and snapshots of themselves and their children with allied troops. Friends and relatives who had not seen each other for months and feared the worst embraced each other on the streets.

"Life has to go on," said Mr al-Jezira. "However, long it takes, we are going to rebuild Kuwait. At least the people of Kuwait are free now. You can walk in the streets."

Major to reinforce Britain's commitment to Europe

Philip Stephens, Political Editor, in London

MR JOHN MAJOR, the UK prime minister, yesterday began building the platform for the government's general election campaign with a firm commitment to keep Britain in the mainstream of Europe.

Mr Major's stance came amid the growing speculation at Westminster that victory in the Gulf and ending the mortgage moratorium will overshadow his election.

Mr Major, who plans to begin setting out in more detail both his domestic and foreign policy priorities in a series of speeches over the next few weeks, is said to be keeping an open mind on the date of the election.

He has agreed, however, with Mr Chris Patten, the Tory party chairman, that he has to stamp his authority across the range of government policies so as to be ready to take any opportunity that presents itself.

A speech tomorrow to Conservative activists in which he will sketch out his domestic priorities will be followed by high-profile talks with President Mikhail Gorbachev in Moscow early next week. That will be followed by a visit to Bonn to meet Chancellor Helmut Kohl, and officials want to arrange a trip to Washington for talks with President George Bush.

Mr Neil Kinnoch, the Labour party leader, signalled his party's concern not to be caught off guard by an early election with a wide-ranging attack on the government's economic policy.

The prime minister's positive tone on Europe follows a move by Mr Douglas Hurd, the foreign secretary, to reinforce the improved relations with European partners that followed Mr Major's succession to Mrs Margaret Thatcher.

In a confidential memo sent to ministers throughout the government, Mr Hurd has set out guidelines for negotiations in Brussels aimed at ensuring that the government is not isolated.

Ministers are told to devote more effort to building coalitions with other European governments and to avoid, if possible, committing themselves to positions which leave them in a minority of one.

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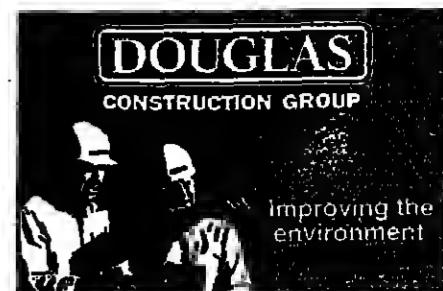
Ministers are told to devote more

HOMES PROPERTIES CONSTRUCTION
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FINANCIAL TIMES COMPANIES & MARKETS

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Friday March 1 1991

**INSIDE****Anglovaal boosted by rights offer**

Anglovaal, one of South Africa's leading mining houses, increased turnover and profit in the six months to the end of December, due mainly to increased interest receipts from a rights offer. Operating profit rose 51 per cent to R397m (\$154.7m) from R263.7m. Page 21

Phone fight in Japan

Japan's market for mobile telephone services is mushrooming. The number of subscribers doubled last year to about 900,000 and is expected to reach 20m by the year 2000. It is an area which offers opportunities for foreign companies. But only if they are ready to fight hard to win them, writes Stefan Wagstyl. Page 29

Cowie hit by interest

T Cowie, the Sunderland-based vehicle fleet operator and distributor, saw pre-tax profit fall 11.5 per cent to £11.9m (\$21.7m), after a 5.6 per cent increase in interest payments. Tom Cowie (left), chairman and chief executive, said the short-term rental division was to shut, with an extraordinary cost of £2.3m. Page 25

Going up
Three stops on the Berlin subway. That is all it takes. But for Pierr Fougeron, head of European operations at Otis Elevator, his journey back in time. He describes the past as "a long way behind those in the west. The challenge is to change this situation over the next two or three years, introducing western production machinery and manufacturing methods, reviving dormant technical skills, and instilling new attitudes towards customers. Page 29

Athenians return to the fray

Greece
Athens general index

1300	1200	1100	1000	900
Jan 1990	Feb 1991			

Small investors, who contributed much to last year's record-breaking performance on the Athens bourses, are returning to vengeance. Broad market confidence has been helped by approval of a large EC loan to the government. Furthermore, private investors are taking advantage of a finance ministry decision to postpone a crackdown on tax evasion on funds finding their way to the bourses. Back page

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Companies in this section**Chief price changes yesterday**

STOCKS (DM)	PARIS (FFP)
der-Brown Boveri	+ 30
re-Gesellschaft	+ 30
JU-Steif	+ 19
fin-Kasten	+ 12
lis-Vaeth	+ 18
Re-Veg	+ 13
Alstom	- 24
EST-Cets	+ 11
cap-Dreyer	+ 12
Leiter-Motor	+ 12
sto-Zecker-Int	+ 11
ear-Jacobs	+ 10
pan-New York prices as at 12.30pm.	
pani	
they-LONDON (Pence)	
evans	+ 12
price-day (Lauras)	+ 9
Leeds	+ 7
four-TI	+ 6
US-mercan	+ 3
Invoca-Earl	+ 16
only-Int'l	+ 16
ret-Int'l	+ 58
ret-Int'l	+ 29
ret-Int'l	+ 43
the-Int'l	+ 31
the-Int'l	+ 31
Long Jh A	+ 28
Lcr Portaf's	+ 16
Lopes	+ 9
More O'Farrel	+ 17
Perry	+ 11
Reidys	+ 30
Salomon M	+ 30
Falls	+ 24
Dates Ests	+ 24
Rochester	+ 7
GEET	+ 3

Philips posts record loss of Fl 4.24bn

By Ronald van de Krol in Eindhoven

PHILIPS, the Dutch electronics group, reporting a record multi-billion guilder loss for 1990, said sales had dropped in the beginning of this year but forecast trading conditions would improve enough for it to end the year with a profit.

Mr Jan Timmer, president of Philips, said sales in January and February totalled Fl 7.4bn (\$1.35bn), down 4 per cent, compared with the first two months of 1990 and 5 per cent below the company's target.

The company, which is carrying out an extensive restructuring

programme, said it posted a net loss of Fl 4.24bn in 1990, slightly higher than its prediction of Fl 4bn.

The loss reflects Fl 4.65bn in provisions taken to finance a radical pruning of its sprawling, worldwide operations, including a cut of nearly 20 per cent in its total workforce. Mr Timmer, who was making his first appearance at the company's annual press conference since his appointment in July, said the group had no plans for large-scale divestments of entire divisions in its efforts to return to profitability.

Although he declined to rule out far-reaching joint ventures at divisional level, he said Philips would concentrate on internal efforts to boost results, such as cost-cutting and better management of assets and inventories. Mr Timmer gave no specific forecast for the level of net profit in 1991 but he said profit would be posted even without the help of external factors.

By the end of 1991, Philips expects to have reduced its workforce to less than 240,000, down sharply from 288,000 in the group's third quarter when the lay-offs

began. Mr Timmer was at pains to emphasise that the job cuts were being made at all levels of the organisation.

In the Netherlands, 20 per cent of the company's top managers at the level of director and assistant director are to be made redundant.

Operating profit, excluding restructuring provisions, fell to Fl 2.26bn from Fl 2.63bn in 1990.

After provisions, however, operating results swung into a loss of Fl 2.38bn compared with a profit of Fl 2.29bn a year earlier.

Lighting, one of the traditional strengths of the Philips group, saw a sharp reversal in operating

losses. "We see this level as evidence of the fact that our customers remained loyal to us and that the organisation has not lost its resilience, despite all the problems we face."

Operating profit, excluding restructuring provisions, fell to Fl 1.7bn from Fl 1.3bn in 1990.

Operating profit in professional products, which includes computers, plunged to Fl 18m from Fl 123m.

Operating losses in components narrowed to Fl 11m from Fl 101m, reflecting a decline in losses on integrated circuits.

Barclays hit by £1.2bn bad debts

By David Lascelles, Banking Editor

BARCLAYS, the UK's largest clearing bank, suffered bad debts of over £300m (\$1.33bn) in the UK last year as the recession took its toll.

But this was only one of several setbacks which produced what Sir John Qinton, the chairman, termed a "disappointing" pre-tax profit of £760m, an increase of 10 per cent.

Barclays' credit card business – once a big money spinner earning £75m a year – made a loss because of mounting fraud and bad debts, and most other parts of the business were down. Total bad debts were £1.2bn.

The bleak result did not come as a surprise because Sir John had issued repeated warnings in past weeks.

The message was reinforced by a modest dividend increase of only 8 per cent, as well as by news that Barclays wants to cut its 87,000 UK staff by over 16 per cent, starting with 5,000 jobs this year.

Sir John said he doubted that the UK recovery would come before the second half of the year, by which time he forecast base rates would have fallen another 1.5 per cent to 11.5 per cent, and inflation would have dropped to 6.5 per cent.

Barclays' strongest performer was on the non-banking side. Profits in its insurance sales and broking division went up 10 per cent to some 1,600 employees in Switzerland, where Barclays is placing greater emphasis, also turned in a healthy increase.

Lex, Page 18; Details, Page 25



Alex Kraemer: to have realised a profit of more than SFr1bn in the circumstances was an impressive performance

Ciba-Geigy cuts dividend on 33% fall

By William Dullforce in Geneva

CIBA-GEIGY, Switzerland's leading chemicals group, yesterday reported pre-tax profits down to SFr77m in 1990 from SFr127m in 1989. The company said the 36 per cent fall was "due both to the impact of recession in most major economies and to the effects of the Gulf crisis".

Although the result was broadly in line with analysts' forecasts, Ciba shares closed 31p up at 1027p. The market was relieved that Ciba had sprung no nasty surprises – and particularly that the dividend was held at last year's level of 55p.

"Currently there is great uncertainty and 1991 is likely to be another difficult year," said Sir Denis Henderson, chairman.

"However actions now being taken will ensure that ICI will widen its lead in the chemical industry.

The main unexpected item in the 1990 accounts was an

amount to an increase to 32 per cent in the part of group earnings distributed to shareholders.

Dr Alex Kraemer, chairman, signalled the profits slide last month when he reported a 9 per cent fall in 1990, which dated sales to SFr19.7bn. Excluding currency factors turnover grew by 4 per cent.

Yesterday, Ciba-Geigy said 1990 had been characterised by renewed political instability, a 9 per cent appreciation in the Swiss franc, higher inflation, stagnating growth and signs of incipient recession in main markets, all of which made the 1990

record results unrepeatable. The company attributed four-fifths of the fall in profits to currency factors.

To have realised a profit of more than SFr1bn in the circumstances was an impressive performance which spoke well for the group's potential, Dr Kraemer said.

Worldwide spending on research and development totalled SFr2.1bn, up by 5.6 per cent in local currency terms. In pharmaceuticals the spending was SFr941m, equivalent to about 15 per cent of sales, and a range of new pharmaceutical products

was introduced last year.

Total capital investment also amounted to SFr2.1bn with spending on environmental protection approaching SFr300m. These sizeable investments should bear fruit in the next few years, the company said. In the meantime, steps to reduce costs and raise productivity have been undertaken. Ciba-Geigy said the cost of the early retirement offer totalled some 1,600 employees in Switzerland and would be debited to equity and not to group profits.

Ciba-Geigy became flat SFr40 to SFr42.80 while its registered shares lost SFr100 to SFr24.10.

Omni suspended as pressure builds on Rey

By William Dullforce in Geneva

TRADING in the shares of Omni Holding, Mr Werner Rey's company, on the Swiss stock exchange was suspended at mid-day yesterday, as pressures built up on the Swiss financier to find a quick solution to his cash and debt difficulties.

The company said yesterday it would stop making "compound fertilisers" but would continue producing "ammonium nitrate fertilisers" with a view to selling that part of the business to another purchaser.

Although earnings per share were down to 87.9p from 135.0p in 1989, ICI's strong financial position enabled it to maintain the 55p dividend, said Mr Colin Short, finance director. Net borrowings fell to £1.6m in 1989 and gearing was reduced to 31.6 per cent.

Omni yesterday issued a court order against Omni, asking it to

explain what was happening to 100,976 Adia shares currently owned by Omni but providing backing for a convertible bond issued to Adia. The shares are part of the 700,000 Omni shares to sell to Adia and Mr Jacobs said.

Mr Jürg Neck, Omni's spokesman, said the suspension, which would continue today, had been sought "to prevent possible insider trading in view of potential change in the shareholding of Adia," the big employment and services group.

Omni has sold a 53 per cent stake in Adia for SFr770m (\$892m) to Asko Deutsche Kauflaus und Mr Klaus Jacobs, the Swiss businessman. According to an announcement on Tuesday, the German holding company is convertible at Adia's option into Adia shares held by Omni.

This debt, restructured since 1989 to give a higher coupon, now amounts to SFr122m. Adia is not opposed to Asko and Mr Jacobs becoming its main shareholders but clearly feels exposed

ANGLOVAAL LIMITED

Incorporated in the Republic of South Africa
Reg. No. 05/04580/06



Interim Report for the Half-Year ended 31 December 1990

FINANCIAL RESULTS

The consolidated results are as follows:

GROUP INCOME STATEMENT

	Unaudited Half-yearended 31 December 1990 Rm	Audited Year ended 30 June 1989 Rm	Increase/ (Decrease) (%)	Audited Year ended 30 June 1990 Rm
Turnover	3 843.3	3 183.7	21	6 719.7
Operating profit	397.0	263.7	51	587.8
Income from investments	15.9	24.2	(34)	48.0
Profit before taxation	412.9	287.9	43	625.8
Taxation	192.7	132.1	46	261.6
Profit accounted earnings	220.2	155.8	41	374.2
Profit after taxation	239.2	213.5	21	478.1
Attributable to outside shareholders of subsidiaries and preference dividends	123.9	107.9	15	239.9
Earnings attributable to equity shareholders	135.3	105.6	28	238.2
Earnings per share (cents)	227	247	(8)	530
Dividend per share (cents)	30	30	-	92
Number of shares on which earnings per share is based (000)	59 624	42 824	44 945	
Net worth per share (rand)	46	46	47	

GROUP BALANCE SHEET

	Unaudited 31 December 1990 Rm	Audited 30 June 1989 Rm
Capital employed		
Shareholders' interest	1 914.7	927.7
Outside shareholders' interest	1 431.8	1 511.6
Total shareholders' interest	3 346.5	2 079.3
Debt capital	200.6	200.6
Deferred taxation	174.2	164.6
Long-term borrowings	372.3	336.5
	4 093.6	2 781.0
Fixed assets	1 258.4	1 283.5
Investments	749.4	600.7
- associates and mining subsidiaries	570.8	455.7
- listed	146.1	124.9
- unlisted	23.5	20.1
Loans and long-term debtors	33.9	88.1
Net current assets	2 658.9	2 087.7
Current assets	3 679.2	2 615.9
Current liabilities	210.7	238.3
- interest bearing	1 407.6	1 549.3
- other	4 093.6	2 781.0
Market value of listed investments, associates and mining subsidiary	1 591.3	1 791.8
Book and carrying value of listed investments, associates and mining subsidiary	478.3	401.2
	1 680.5	1 274.7

COMMENT

Earnings for the period increased by 28 per cent mainly as a result of the additional interest received from the investment of funds raised through the rights offers by the Company and Middle Witwatersrand (Western Areas) Limited. This earnings growth translated into an earnings per share decline of 8 per cent due to an increase of 39 per cent in the issued share capital consequent upon the rights offer May 1990. The contribution of the industrial division recorded modest growth. Anglovaal Industries Limited ("AVI") recording a 5 per cent increase in earnings. Most markets served by the AVI group were subjected to reduced margins and restricted consumer spending. Increased profits from the rubber division of Consol Limited, the dry food and beverage sector and the frozen food sector were negated by lower contributions from the construction and electronics and textile sectors. Profitability of the mining division was lower due to reduced prices received for base and precious metals. This caused lower dividend receipts and reduced equity accounted earnings, in particular from The Associated manganese Mines of South Africa Limited. The Group's gold mining interests continued to be plagued by the declining real terms and gold price and increased working costs.

It is anticipated that earnings for the year to June 1991 will continue to display growth but earnings per share - due to the higher number of shares in issue - a decline compared to June 1990.

The exploration programmes for gold in the Sun and Oribi areas in the northern Orange Free State continue, with the emphasis remaining on the southern part of the Sun area where the current drilling phase is designed to further delineate certain ore body boundaries and reef grade continuity. At the date of issue of the 1990 annual report, it was expected that the evaluation of the results of that phase would be completed by mid-1991. In the light of drilling delays it is now expected that a further nine months or so will be required for completion.

As in the recent past, the activities in the Sun and Oribi areas continue to account for the largest portion of expenditure incurred on exploration and the acquisition of mineral rights. During the period under review, the Group's total share of the costs of exploration, the purchase of mineral rights and ancillary costs amounted to R56.0 million (1989: R41.5 million). It is anticipated that the Group's total share for the current half-year will amount to R43.7 million (1990: R35.6 million).

INVESTMENTS

The development by De Beers Consolidated Mines Limited of the diamond mine on the farm Venetia, in the northern Transvaal, pursuant to the agreement with Satura Mining. Prospecting & Development Company (Proprietary) Limited ("Satura"), in which the Group has an 87.5 per cent interest, is progressing according to schedule. The spending and extension of the existing plant was completed during the six months under review and limited production commenced. Construction of the new main recovery plant is still expected by mid-1992. Pending reoccupation of the capital, Satura is entitled to a minimum royalty of 12.5 per cent of the mine's profits before appropriations for capital expenditure.

In December 1990 Prieska Copper Mine Limited announced that it had been decided to close its copper/zinc mine at the end of January 1991 following falling rand metal prices which resulted in operating losses being incurred.

During the half-year ended December 1990, Lorraine Gold Mines, Limited ("Lorraine") announced its intention to dispose of certain mineral rights to Target Exploration Company Limited ("Target"), in exchange for shares in Target, following encouraging exploratory drilling results on portions of Lorraine's mineral rights holdings north of its lease area and which warranted a further more detailed drilling programme. The necessary funds required to finance the drilling programme were raised by means of a R4.5 million rights offer by Target. Lorraine renounced its rights in terms of the rights offer to its ordinary shareholders. The offer was underwritten by Anglovaal and following the closing of the offer, Anglovaal now holds 53 per cent of the equity of Target.

In January 1991, AVF Group Limited ("AVF Group") made an offer to acquire a maximum 35 per cent shareholding in The Board of Executors Limited. The total purchase consideration of R57.2 million will be settled by the issue of AVF Group shares. Anglovaal has agreed to provide a cash underpin of the AVF Group shares to be issued which could result in AVF Group becoming a subsidiary of Anglovaal.

The Company and the shareholders of Weeds Minerals (Proprietary) Limited ("Weeds") have entered into an agreement in terms of which the Company will, subject to exchange control approval, acquire 100 per cent of the issued shares in Weeds - a leading world producer of high grade asbestos. When the agreement becomes unconditional, Middle Witwatersrand (Western Areas) Limited will accept the Company's offer of a 49 per cent interest in Weeds.

Anglovaal Industries Limited ("AVI") is presently concluding negotiations which, if successful, would result in AVI increasing its effective 46.5 per cent indirect interest in subsidiary Grinaker Holdings Limited ("Grinaker") to a direct ownership of 51 per cent of the issued capital of Grinaker.

A conditional agreement has been concluded whereby National Brands Limited will, on 2 April 1991, acquire the South African business of Yardley of London (Africa) (Proprietary) Limited.

CAPITAL EXPENDITURE

The capital expenditure of the Group for the half-year ended 31 December 1990 was R91.8 million (1989: R122.3 million). Capital expenditure amounting to a further R181.3 million (1989: R119.7 million) at 31 December 1990 had been authorised of which R83.6 million (1989: R23.1 million) had not yet been contractually committed.

COMMITMENTS AND CONTINGENT LIABILITIES
At 31 December 1990 commitments amounted to R6.7 million (1989: nil). Contingent liabilities amounted to R61.1 million (1989: R14.2 million).

DIVIDENDS DECLARED AND PAID
Final ordinary dividend No.89 and N ordinary dividend No.1 of 62 cents each per share, totalling R27.1 million for the year ended 30 June 1990 (1989: 51 cents - R22.4 million), were declared on 4 June 1990 and paid on 3 August 1990.

Interim ordinary dividend No.90 and N ordinary dividend No.2 of 30 cents each per share, totalling R18.2 million for the half-year ended 31 December 1990 (1989: 30 cents - R13.2 million), were declared on 26 November 1990 and paid on 25 January 1991.

For and on behalf of the board
B.E. Hensov, Chairman
Clive S. Menell, Deputy Chairman
Directors

Registered Office
Anglovaal House
56 Main Street
Johannesburg 2001

28 February 1991

Directors:
B.E. Hensov D.M.S., Hon. LL.D. (Chairman), Clive S. Menell (Deputy Chairman),
B.L. Bernstein Hon. LL.D., D.J. Crowe, E.H. Fox, J.J. Geldenhuys, E.G.D. Gordon,
J.C. Robberze, R.T. Swemmer, R.A.D. Wilson.

INTERNATIONAL COMPANIES AND FINANCE

Advancing sales lift Wal-Mart to \$481.8m

By Karen Zagor in New York

WAL-MART, one of the fastest-growing US retailers, yesterday turned in a 13 per cent increase in fourth-quarter net income to \$481.8m or 42 cents a share, from \$325.9m or 33 cents a year ago. Sales advanced 28 per cent to \$10.26bn from \$8.1bn.

The cost of inventories under the last-in-first-out (LIFO) method reduced fourth-quarter net income by \$89.000, compared with an increase in net income of \$18.4m, or 2 cents a share, in 1988.

For the three months to January 26, Penney had net income of \$205m, or \$1.69 a primary share, compared with \$175m, or \$1.25, a year ago. Retail sales in the quarter were flat at \$5.26bn, while total revenues were unchanged at \$5.52bn.

For the whole of 1990, Penney's net income fell 28 per cent to \$577m or \$4.59 a primary share, from \$802m, or \$6.31, in 1989. Its 1989 results were reduced by a non-recurring tax charge of \$20m, or 1.2 per cent in 1988.

Although the recession has had less of an impact on Wal-Mart's performance than most other US retailers, the company's results were slightly weaker than Wall Street had

expected and its shares fell 1% to \$35 in active mid-day trading on the New York Stock Exchange.

The impact of the US recession was reflected in the balance sheet of J.C. Penney, the fourth biggest US retailer, which yesterday unveiled a 43.5 per cent drop in fourth-quarter earnings.

For the three months to January 26, Penney had net income of \$205m, or \$1.69 a primary share, compared with \$175m, or \$1.25, a year ago. Retail sales in the quarter were flat at \$5.26bn, while total revenues were unchanged at \$5.52bn.

For the whole of 1990, Penney's net income fell 28 per cent to \$577m or \$4.59 a primary share, from \$802m, or \$6.31, in 1989. Its 1989 results were reduced by a non-recurring tax charge of \$20m, or 1.2 per cent in 1988.

Commercial real estate lending has historically been an important business for Citicorp, the company said, but the latest problems in that area "reflect adverse conditions in US real estate markets".

Citicorp said highly leveraged companies were non-performing and \$2.5bn in commercial real estate loans were cash-basis, or non-performing, at year-end.

"The Cetus patents had been challenged by Du Pont in a suit filed in 1988. Cetus filed another suit, aiming to block Du Pont's sale of PCR products.

Cetus claimed the court decision to be a "major victory".

Mr Maurice Greenberg, chairman, said the company achieved record net income and operating income in 1990 in spite of competitive pricing in the domestic property-care industry.

In the fourth quarter, pre-tax operating income from general insurance rose 9.1 per cent to \$206m. The company's life insurance operations brought in pretax operating income of \$156m up 12.8 per cent.

Operating income during the quarter rose 9.1 per cent to \$206m from \$177.5m.

For the whole of 1990, AIG's net profits grew 5.5 per cent to \$1.44bn, or \$3.92, on revenues

up 11 per cent to \$15.7bn, compared with net earnings of \$1.35bn.

Mr Maurice Greenberg, chairman, said the company achieved record net income and operating income in 1990 in spite of competitive pricing in the domestic property-care industry.

The Cetus patents had been challenged by Du Pont in a suit filed in 1988. Cetus filed another suit, aiming to block Du Pont's sale of PCR products.

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pays
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Suitors for Allied seek to resolve differences

By Philip Gawith

UNITED BUILDING Society and First National Bank (FNB), the two competing South African suitors seeking control of the Allied building society group, are trying to "resolve their differences" following an undisclosed ruling made by the country's Securities Regulation Panel.

The panel was required this week to rule on an appeal by FNB against its earlier ruling that United and its partners were not concert parties and hence had not triggered clauses in the takeover code requiring an offer to be made to minorities.

The panel said yesterday that United and FNB had requested that details of the appeal ruling, which has been delivered to them, be kept confidential until the outcome of a meeting between themselves and the panel on Monday. In the meantime United and FNB are to hold talks.

The nature of the compromise which United and FNB might seek to strike is not immediately clear. Even if the panel reverses its ruling, United would appear to be protected from having to make an offer to minorities by a provision in the Companies Act providing that "no person shall be liable in respect of anything done in good faith in the exercise or performance of a power or duty conferred or imposed by" the chapter relating to the regulation of securities.

Insofar as United and partner's conduct activated terms of the code, they did so only because they were acting in terms of a ruling of the panel.

Rights offer receipts lift Anglovaal

By Philip Gawith in Johannesburg

ANGLOVAAL, one of South Africa's leading mining houses, increased turnover and profits in the six months to the end of December, due mainly to increased interest receipts from a rights offer.

Turnover rose 21 per cent to R3.84bn (\$1.5bn) from R3.18bn. Operating profit rose 51 per cent to R37m from R26.7m but reduced income from investments and equity-accounted earnings saw attributable earnings rise by 28 per cent to R135.3m from R105.6m.

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Insofar as United and partner's conduct activated terms of the code, they did so only because they were acting in terms of a ruling of the panel.

Earnings per share fell following the May 1990 rights issue, which saw a 39 per cent increase in Anglovaal's issued share capital. But the earnings per-share fall was only 8 per cent, to 227 cents from 247 cents. The dividend was maintained at 30 cents a share.

The mining division's profitability was cut due to reduced income for base and precious metals. This caused lower dividend receipts and reduced equity-accounted earnings saw attributable earnings rise by 28 per cent to R135.3m from R105.6m.

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Insofar as United and partner's conduct activated terms of the code, they did so only because they were acting in terms of a ruling of the panel.

Manganese Mines operation. The group's gold interests continued to suffer from the industry's profit squeeze.

The industrial division's contribution grew modestly, recording a 5 per cent increase in earnings.

Mr Basil Hersov, chairman, said delays in the drilling phase of the Sun gold exploration project in Orange Free State meant that the drilling evaluation would not be completed until early 1992.

On the investment side,

Prieska Copper Mines closed in December as it was incurring losses. Target Exploration, in which the group has a 53 per cent stake, raised R4m to further explore promising gold deposits in the lease area north of Lorraine mine; agreement has been reached to acquire Weedon Minerals, a leading world producer of andalusite; and the group's interests in the financial sector were extended by obtaining, for R57.2m, a maximum 35 per cent holding in the Board of Executors.

On the investment side,

Bankorp improves after rescue

By Philip Gawith

BANKORP, the banking arm of the Sanlam group, returned to profitability in the six months to the end of December after making losses in the previous year, as management undertook dramatic steps to rescue the bank from its parlous financial position.

Net operating income rose to R220.5m (\$85m) from R149.1m. Mr Piet Liebenberg, executive chairman, said this early improvement could be mainly attributed to improved interest

margins as a result of merging the three treasury divisions.

Provision for doubtful loans was R139.2m, up from R96.2m, and attributable profit was R48.3m compared with R40.5m.

The bank made a net loss of R368.4m in the year to June following write-offs and a 14.3 per cent increase in bad debt provision, following impairment of asset growth of about 10 per cent a year in 1988 and 1989.

Mr Liebenberg said profitability levels could be ascribed to continuing high write-offs.

On the investment side,

the group's assets declined 15.2 per cent in consolidated pretax profits to R46.3m (\$36.5m) for 1990, writes Emiko Terai.

The company said that, although consolidated sales increased 18.3 per cent to a record R1.077bn, profits were held back by the time lag between the increases in material costs and product prices.

Operating profits fell 7.1 per cent to R61.4m, and after-tax profits declined 34.7 per cent to R22.5m.

Plant depreciation costs were reassessed, increasing 29 per cent.

The increase in sales was attributed to the strong demand for petrochemical products, which pushed sales of basic chemicals up 13.1 per cent to R508.6m. Sales of specialty chemicals grew 11.4 per cent due to strong export growth.

For the year ending December this year, Sumitomo Chemical expects sales and operating profits to increase by 5 to 8 per cent.

Cost rises hit Sumitomo Chemical

SUMITOMO Chemical, a leading Japanese chemicals producer, reported a 15.2 per cent fall in consolidated pretax profits to R46.3m (\$36.5m) for 1990, writes Emiko Terai.

The company said that, although consolidated sales increased 18.3 per cent to a record R1.077bn, profits were held back by the time lag between the increases in material costs and product prices.

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Building group ahead despite recession

MURRAY AND ROBERTS, the South African industrial holding company in the Sanlam group with construction and engineering interests, overcame a deteriorating economy to record increased turnover and profits in the six months to December, writes Philip Gawith.

Net operating income rose to R220.5m (\$85m) from R149.1m. Mr Piet Liebenberg, executive chairman, said this early improvement could be mainly attributed to improved interest

reduced use of capacity because of lower volumes. Attributable earnings rose 7 per cent to R74.7m.

The industrial, construction and engineering divisions contributed roughly a quarter of operating profits each. The suppliers and services division contributed slightly less, with the balance coming from properties.

Mr Jim Macaulay, NZI chief executive, said the bank would make good profits from now on.

General Accident took full ownership of NZI Bank N21 Corporation - its underwriting operation - and its life assurance business in 1989.

Previously, losses had been NZ\$24.5m in 1988 and NZ\$35.5m in 1989, when the bank was forced to make heavy bad debt provisions.

Also included in the 1990 result was a \$5.3m (\$1.02m) loss by NZI Corporation. General Accident's banking group posted an overall loss of \$5.3m.

This is viewed against the background of a 5.1 per cent drop in the total new vehicle market to 324,777 in 1990 from 352,629 in 1989. Demand for Toyota vehicles exceeded supply and retail sales rose to 96,629 units in 1990 from 90,635 units in 1989, an increase of 6.6 per cent. Market share rose to 28.9 per cent from 25.7 per cent.

Earnings per share rose 28.6 per cent to R27.64 from R21.49 and the dividend was 15.9 per cent higher at R4.75 against R4.10.

For the year ending December this year, Sumitomo Chemical expects sales and operating profits to increase by 5 to 8 per cent.

Toronto Dominion Australia Limited

A\$ 37,000,000

18.25 per cent. Guaranteed Notes due 28th March 1991 (Redeemable at the Option of the Issuer in New Zealand Dollars)

Unconditionally Guaranteed as to Payment of Principal and Interest by The Toronto-Dominion Bank

Notice is hereby given that, pursuant to the conditions of the Notes, the Issuer has elected to exercise its option to redeem the Notes in New Zealand dollars.

Payment for the Notes will be at the rate of New Zealand dollars 1,283.50 for each Australian dollar 1.000 principal amount of the Notes. Interest from 28th March, 1990 will, accordingly, be payable in New Zealand dollars at the rate of 18% per cent per annum calculated on the amount of New Zealand dollars 1,283.50 per Australian dollar 1.000 principal amount of Notes.

Principal Paying Agent: The Toronto-Dominion Bank, 1111 Queen Street, Suite 14-18 Firebury Square, London EC2A 1DB

Toyota S Africa advances

TOYOTA South Africa, the country's largest motor vehicle manufacturer, and the only one listed, increased both market share and profits in the year to December, writes Philip Gawith.

Turnover increased by 6.5 per cent to R31.2bn (\$1.21bn) from R2.92bn. Operating income was 43.3 per cent up to R283.3m, but a 5.5 per cent rise in the tax bill hit attributable earnings, which only rose 28.6 per cent to R112.4m from R87.4m.

Margins were tighter owing to

concrete and bricks. Low prices for bricks reflect the slowdown in the country's low-cost housing industry.

The group spent R60m on acquisitions in the period and more are planned. It says that the recession will make it difficult to increase attributable earnings for the year.

However, due to the strong cash and balance sheet position, the dividend has been increased by 15 per cent to 46 cents per share from 40 cents.

NZI Bank turns into black

By Terry Hall in Wellington

NZI BANK, badly hurt by the 1987 share market crash, posted a big turnaround from losses to profits of NZ\$7.8m (\$4.7m) in the year to December 31, due to injections of funds from its parent General Accident, the UK insurance company.

Previously, losses had been NZ\$24.5m in 1988 and NZ\$35.5m in 1989, when the bank was forced to make heavy bad debt provisions.

Mr Jim Macaulay, NZI chief executive, said the bank would make good profits from now on.

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Also included in the 1990 result was a \$5.3m (\$1.02m) loss by NZI Corporation. General Accident's banking group posted an overall loss of \$5.3m.

Central International Limited

U.S. \$150,000,000

Floating Rate Notes Due 2006

For the three months 28th February, 1991 to 31st May, 1991 the Notes will carry an interest rate of 6.90635% per annum with an interest amount of U.S. \$176.49 per U.S. \$10,000 Note and U.S. \$1,764.95 per U.S. \$100,000 Note payable on 31st May, 1991.

Bankers Trust Company, London Agent Bank

Republic of Venezuela

U.S. \$100,000,000

Floating Rate Notes Due 1993

In accordance with the terms and conditions of the Notes, notice is hereby given that the interest rate for the Interests Period from 28th February, 1991 to 30th August, 1991 is 8.8% p.a. The Coupon Amount payable on the 30th August, 1991 for notes of U.S. \$10,000 and U.S. \$100,000 is U.S. \$444.79 and U.S. \$4,447.92 respectively.

Bankers Trust Company, London Agent Bank

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In accordance with provisions of the Notes, notice is hereby given that for the interest period from 28 February 1991 to 28 March 1991 the Notes carry an interest rate of 6.7% per annum.

The interest payable on the relevant

interest payment date, 28 March 1991, against coupon no 76 will be

US\$862.01 per US\$100,000 Note.

CHEMICAL BANK Agent Bank

Mortgage Funding Corporation No 2 Plc

\$15,000,000 Class B-1

\$11,000,000 Class B-2

Mortgage backed floating

rate notes August 2023

For the interest period

28 February 1991 to 31 May 1991

the Class B-1 notes will bear

interest at 13.075% per annum.

Interest payable on 31 May 1991 will amount to \$3,295.62 per

\$100,000 note. The Class B-2

INTERNATIONAL COMPANIES AND FINANCE

Saab-Scania cuts loss to rise 35%

By Robert Taylor in Stockholm

Saab-Scania, the Swedish vehicle and aerospace group which this week accepted a Nkr12.8bn (\$2.3bn) takeover bid from the Wallenberg empire, shifted profits (after financial items) 35 per cent last year to Nkr2.2bn from Nkr1.6bn in 1989.

The improvement comes because half the continuing losses suffered by its car division in 1989 are a shared burden with General Motors of the US, which formed a joint vehicle company with Saab-Scania in November 1988.

This means the 1990 vehicle sales for Saab-Scania was up Nkr1.6bn (after financial items) compared with Nkr2.1bn the previous year.

However, Scania had its

company's sales fell last year by 2 per cent to Nkr2.9bn from Nkr2.6bn. The board said it intended to pay the same dividend as in 1989, Nkr7.75 a share.

In the Scania truck division, profit (after financial items) fell by 19 per cent to Nkr2.5bn from Nkr3.55bn, while consolidated sales dropped by 3 per cent to Nkr22.89bn from Nkr23.56bn.

The number of vehicles sold declined to 31,600 compared with 35,600 in 1989.

Demand for trucks dropped sharply in the UK and Spain, but this was compensated by the large increase in sales for unified Germany.

It pointed out since 1988 the aircraft division had been burdened with Nkr2.2bn related to

position in Europe with a 12 per cent market share even with a 7 per cent drop in its volume in 1990, consolidating its position as one of the world's biggest truck makers.

The profit derived from the aircraft division more than doubled in 1990 to Nkr1.1m from Nkr54m in the previous year, and there was a slight sales increase to Nkr4.32bn from Nkr4.06bn.

The company said that the profit figure had to cover Nkr600m related to the estimated increase in costs of the JAS3 Gripen aircraft project.

It pointed out since 1988 the aircraft division had been burdened with Nkr2.2bn related to

the estimated extra costs of that project.

Deliveries of the Saab 340 aircraft have reached 214 with 340 sold since it came on the market in 1984. Its 340B variant has been ordered in Japan and by American Airlines. The Saab 340 now has a 26 per cent share of the world market and 60 per cent of the market in Europe.

There was a modest 3 per cent improvement in Saab-Scania's profit from Combitech in 1990 to Nkr2.04m from Nkr1.95m. Sales dipped slightly to Nkr1.22bn from Nkr1.4bn.

Saab-Scania emphasised its strengthened financial position in 1990. Its net liquidity went up by Nkr3.91bn to Nkr6.65bn.

Anti-ulcer drug sales lift Glaxo at interim

By Maggie Urry in London

MR ERNEST MARIO, chief executive of Glaxo, the drug company, stressed the group's spread of drugs yesterday when announcing interim profits.

Zantac, Glaxo's successful ulcer treatment, contributed to half of group sales in the period, which has led to criticism that Glaxo is a single-product company.

Mr Mario said that while Zantac was still growing strongly, the group now had seven drugs with annual sales of over \$100m, three more than two years ago. New drugs recently launched would join this league, he predicted. The stock market responded well and Glaxo's shares rose 58p to a record 874p.

Group sales were £1.51bn (£2.89bn) in the six months to end-December, a rise of 2.9 per cent. Trading profits rose 1.4 per cent to £523m and pre-tax profits were 6.6 per cent higher at £217m.

Most of the pre-tax increase came from investment income, 4.2 per cent higher at £24m, on the group's net cash of £103m.

Mr Mario said the strength of sterling had a profound negative effect on the group's results and that underlying growth had been strong.

Sales in local currencies were up 14 per cent and trading profits up 10 per cent. A change to using average exchange rates means that comparable figures were restated.

Glaxo's ability to produce new, well-selling drugs was evidence of the productivity of its heavy spending on research and development, Mr Mario said.

For the year the group planned to spend £490m rising to between £560m and £600m in the next financial year. Mr Mario said Glaxo's R&D budget was the largest in the pharmaceutical industry.

The move is a bid to enter the fastest-growing sector of the information technology market.

The group hopes that its initial range of three notebook and two laptop models will enable it to capture 10 per cent of the European portable computer market, which is estimated at \$3bn this year,

Statoil annual profits rise record 74% to Nkr14.4bn

By Karen Fossal in Oslo

STATOIL, the Norwegian state oil company, yesterday announced a record 74 per cent increase in pre-tax profits, before extraordinary items, of Nkr14.4bn (\$2.4bn) in 1990, up from Nkr6.2bn in 1989. The improvement was the result of higher crude oil prices and production, improved cost-effectiveness and lower interest costs.

However, steep taxes, which soared by Nkr4.9bn to Nkr7.7bn, undermined profits, at the net level, which fell by Nkr1.8bn to Nkr3.8bn.

Statoil has experienced a sharp turnaround since 1987, when it fell to a net loss of Nkr1.88bn, its worst performance since 1980.

Mr Harald Norvik, group president, warned of lower average crude oil prices in 1991.

The Statfjord field performed below budget and efforts continue to improve output.

Mr Stig Bergseth, president of E&P, said that 1990 production targets for the field had been set too high but he is optimistic about them in 1991.

The Statfjord field, the company's biggest money-maker, outperformed expectations and saw its recoverable oil reserves increase by 315m barrels.

However, the troubled Gullfaks field performed below budget and efforts continue to

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Elf in FFr1.65bn Norco takeover

By William Dawkins in Paris and Karen Fossal in Oslo

ELF Aquitaine, the French-state controlled oil group, is in the final stages of negotiating a FFr1.65bn (\$319m) takeover of Norwegian Oil Consortium (Norco), the independent oil concern.

If the Oslo government clears the deal, Elf's Norwegian oil production will be boosted by 20 per cent as the Triggr field is nearing its end.

The deal would also be Elf's first significant Norwegian takeover.

Elf's Norwegian interests produce 34,800 barrels of oil a day (b/d) of a total group production of 515,600 b/d.

Norco, owned by a financial consortium run by Mr Fred Olsen, the Norwegian shipping magnate, holds significant stakes in three North Sea oil fields: 15.71 per cent of the Valhall field, operated by Amoco; 25 per cent of Hod, another Amoco-operated property; and 3.94 per cent of the Phillips Petroleum-operated Tan field.

Elf Aquitaine Norge has been seeking for several years to seek operations in Norway.

Sasol Petroleum, Norway's biggest independent oil producer, rejected Elf offers to merge in 1986 and 1988.

The deal is the first Norwegian breakthrough for a French oil company since Total Elf's smaller state-controlled rival, Elf-Aquitaine, merged with Amoco in March for the Norwegian unit of Unocal International Corporation, the US oil group.

Olivetti launches portable computers

By Halg Simonian in Berlin

OLIVETTI, the Italian computers and office equipment group, yesterday launched the first range of portable computers made in Europe by a European manufacturer.

The move is a bid to enter the fastest-growing sector of the information technology market.

The group hopes that its initial range of three notebook and two laptop models will enable it to capture 10 per cent of the European portable computer market, which is estimated at \$3bn this year,

according to Mr Vittorio Cassoni, Olivetti's chief executive.

The company expects sales of portable and laptop computers to grow by 44 per cent at a yearly compound rate over the next five years, he said.

Speaking of the Olivetti group in general, Mr Carlo De Benedetti, its chairman, said there was no basis to current rumours of talks with the Italian state-owned STET telecommunications group. However,

"there would be a lot of areas in terms of markets and products in which co-operation between STET and Olivetti would be beneficial to the Italian system," he said.

UK insurers push for higher rates

By Richard Lapper in London

UK INSURERS are determined to force through increases in rates for commercial insurance business even if they lose market share in the process, according to industry leaders.

Four UK insurers have reported heavy underwriting losses this week and all insist that low rates are partly to blame.

Eagle Star, Royal Insurance and Commercial Union (which reported underwriting losses on Tuesday) are insistent about the need for increases of between 10 and 25 per cent.

Some UK companies have lost business rather than offer it at inadequate rates. In

become intense with insurers fighting to retain market share as the European insurance market becomes more liberalised. Rates in France and Germany are even lower than in the UK.

Mr Michael Butt, chairman of Eagle Star, said yesterday that "certain European companies" were anxious to build up market share and were prepared to "dump" capacity in London. Asked about the identity of these companies, he said: "You can come to your own conclusions - but the French nationalised companies might come to mind."

Already some UK companies have lost business rather than offer it at inadequate rates. In

Adidas back in black with net of more than DM30m

By Andrew Fisher in Frankfurt

ADIDAS, the German sports and clothing company bought last year by Mr Bernhard Tapie, the French financier, said yesterday it had returned to profit.

After a loss of DM130m (\$36m) in 1989, Mr Rene Jaggi, the chief executive, said a net profit of more than DM30m was achieved last year. Turnover rose to DM4.8bn from DM4.6bn. Excluding licensee business, sales were DM3.4bn, a rise of 4 per cent, despite

adverse exchange rate moves costing DM115m.

The company said it expected turnover and profits to rise again in 1991.

Adidas also said its Arena swimwear activities would be sold to three managers, although it gave no price.

The sale is in line with statements by Mr Tapie that some of the group's subsidiaries - the Pony and Le Coq Sportif clothing companies - may be sold to improve its finances.

Adidas' ability to produce new, well-selling drugs was evidence of the productivity of its heavy spending on research and development, Mr Mario said.

For the year the group planned to spend £490m rising to between £560m and £600m in the next financial year. Mr Mario said Glaxo's R&D budget was the largest in the pharmaceutical industry.

The move is a bid to enter the fastest-growing sector of the information technology market.

The group hopes that its initial range of three notebook and two laptop models will enable it to capture 10 per cent of the European portable computer market, which is estimated at \$3bn this year,

Strong growth in pre-tax profits for Ahlström

AHLSTRÖM, a Finnish forest and metals engineering group, reported an increase in its 1990 pre-tax profits to FIM507.2m, (\$137.8m) from FIM37m in 1989, writes Enrique Tessier.

Operating surplus rose to FIM84.4m from FIM78.3m, accounting for 9.8 and 10.5 per cent of group sales respectively. Consolidated sales grew by 20 per cent to FIM8.7bn.

Ahlström said it was unlikely to be able to sustain the same profit level it had in 1990.

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THE SAITAMA BANK, LTD.

NOTICE IS HEREBY GIVEN to the holders of the Securities listed below for which The Saitama Bank, Ltd. London Branch acts as Fiscal Agent, Paying Agent, Principal Paying Agent, Replacement Agent, Warrant Agent, Warrant Receiving Agent, or, as the case might be in any other capacity, that with effect from the 1st April, 1991 The Saitama Bank, Ltd. and The Kyowa Bank, Ltd. will merge and thereafter shall be known as:

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USD 150,000,000 4 3/4% due 1994

Nichiei Co., Ltd. Bonds with Warrants
USD 300,000,000 2 3/4% due 1993
USD 100,000,000 5% due 1993
USD 130,000,000 4 1/2% due 1994

Nihon Kohden Corporation, Bonds with Warrants
USD 50,000,000 4 1/8% due 1993

Nikken Chemicals Co., Ltd. Bonds with Warrants
USD 20,000,000 2 7/8% due 1991
USD 50,000,000 1 3/8% due 1992
USD 100,000,000 4 3/8% due 1993

ts rise
14.4bn

costs were reduced by 5% in 1990 from £1bn to £850m. The industrial business unit, exploration and production, reported operating profits of £16.8bn from oil alone, with profits from extraordinary items, up to £16.3bn from Starfjord field, the company's biggest money-maker, informed expectations of its recoverable oil increase by 35% per annum. However, the troubled oil field performed below target and efforts continue to be output.

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takeover

Aquitaine Norge has been engaged for several years in operations in Norway. Norway's big independent oil producer, Elf, offers to merge with it in 1992. The deal is the first Norwegian take-over for a French company since Total, Elf's state-controlled rival, took last March the unit of Unocal International Corporation, the US oil

nputters

will reach 100,000 a year. It is said the aim was to be "more functions at a lower price" than current models. King of the Olivetti general, Mr Carlo Deatti, its chairman, said it is no basis to current talks with the Italian-owned STET telecommunications group. However, there would be a lot of areas of markets and products in which co-operation between STET and Olivetti would be beneficial to the Italian, he said.

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INTERNATIONAL CAPITAL MARKETS

Guinness raises FFr1bn in French sector debut

By Simon London

GUINNESS, the UK drinks group, made its debut in the French franc sector of the international bond market yesterday with a FFr1bn deal, lead managed by Societe Generale.

The five-year bonds carry a coupon of 9% per cent and were priced to offer a yield spread of 75 basis points over French government OATs.

Few corporate borrowers have tapped the sector. Only Unilever, IBM, Volvo and Renault came last year. Unilever bonds of similar maturity are yielding 53 basis points more than government paper.

The syndicate was not broken and the lead manager said the bonds would be freed to trade this morning, suggesting placement yesterday was slow. However, participants said the Guinness name attracted retail buyers in continental Europe.

IMI Bank, which is 50 per cent owned by the Italian government, offered \$300m five-

year paper in a deal lead managed by Credit Suisse First Boston. The bonds carry a coupon of 8% per cent and were re-offered to investors at a fixed price of 99.54, to give a yield spread of 70 basis points over US government paper.

The pricing was regarded as tight by some participants as the market weakened during the day. However, the paper offers a healthy pick-up of around 28 basis points over comparable World Bank issues.

INTERNATIONAL BONDS

The lead manager held the paper at the fixed re-offer level until very late in the afternoon as yields in the underlying market softened. By the close of trading the paper was trading at 99.30 bid, for a spread of 72 basis points over Treasuries,

in line with the secondary market.

The European investment bank increased its floating-rate note issue launched on Monday to DM700m. Lead manager Salomon Brothers said that demand from Italian institutional investors prompted the increase.

Mortgage Securities No 2, a special purpose vehicle of First Mortgage Securities, offered a further £50m of mortgage-backed bonds fungible with its outstanding issue.

The bonds have an average life of 5½ years and offer a margin of 18 basis points over the three-month London interbank offered rate. At an issue price of 97.80 the bonds give investors a discounted margin of about 75 basis points.

• Banco Di Napoli has raised \$50m of subordinated capital from a private placement of bonds arranged by IBJ International.

UK broker drops bonds to focus on equities

By Simon London

GIROZENTRALE Gilbert Elliot, the UK brokerage house which was taken over by Girozentrale Vienna in 1987, has pulled out of the bond markets to concentrate on equity brokerage and research.

The firm is closing its Eurobond market-making activities and is pulling out of a joint venture with Security Pacific Hoare Govett. The joint venture concentrates on sterling debenture bonds and preference shares.

In total, 32 jobs have been lost, of which 14 are directly related to Eurobond operations. However, the activities of the joint venture will be taken over by Hoare Govett from next week and some staff have been able to find new jobs.

Mr Peter Mills, joint managing director, commented that the fixed interest business is riding on privatisation, notably the flotation this summer of 25 per cent of the local telephone network. The offering is expected to raise about \$200m.

The banking and business communities agree that a capital market is essential to revive productive investments and growth. Mr Cavallo's predecessors all said the same thing, but achieved little.

However, having been sunk in stagnation for 15 years there is now the basis for grounds for a measure of optimism in Argentina.

The key of the government

and the stock market industry are riding on privatisation, notably the flotation this summer of 25 per cent of the local telephone network. The offering is expected to raise about \$200m.

The government sold 60 per cent of the network last year in a cash-and-debt-for-equity swap that valued the company at just under \$2bn.

The government has already sold seven state companies since it came to power in 1989.

It plans to privatise another 13 companies, among them are OSN, the water company, SEGBA, the Buenos Aires elec-

T trading volume on the Buenos Aires stock exchange rarely exceeds a few million dollars a day. Financial investments do not often extend beyond 90 days. Most business is done in foreign exchange and government bonds. In other sectors markets are bedevilled by insider trading. Long ago Argentines learnt to keep their savings abroad.

Out of this unlikely material Mr Domingo Cavallo, the economy minister, is intent on welding a modern capital market.

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This announcement appears as a matter of record only.

NEW ISSUE

28th February, 1991

AUTOBACS AUTOBACS SEVEN CO., LTD.

U.S.\$100,000,000
4½ per cent. Guaranteed Bonds due 1995
 with
Warrants

to subscribe for shares of common stock of
Autobacs Seven Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

The Tokai Bank, Limited**ISSUE PRICE 100 PER CENT.****Nomura International****IBJ International Limited****New Japan Securities Europe Limited****Wake International (Europe) Limited****Baring Brothers & Co., Limited****Credit Suisse First Boston Limited****Dresdner Bank****Goldman Sachs International Limited****Merrill Lynch International Limited****National Securities of Japan (Europe) Ltd.****J. Henry Schroder Wag & Co. Limited****Taiheiyo Europe Limited****Tokai International Limited****Cosmo Securities (Europe) Limited****Barclays de Zoete Wedd Limited****Caisse des Dépôts et Consignations****Daiwa Bank (Capital Management) Limited****Robert Fleming & Co. Limited****KOKUSAI Europe Limited****Mitsui Taiyo Kobe International Limited****Sanwa International plc****Swiss Bank Corporation****UBS Phillips & Drew Securities Limited***This announcement appears as a matter of record only.*

28th February, 1991



SANYO ELECTRIC RAILWAY CO., LTD.

U.S. \$80,000,000**4½ per cent. Guaranteed Notes 1995**

with

Warrantsto subscribe for shares of common stock of Sanyo Electric Railway Co., Ltd.
The Notes will be unconditionally and irrevocably guaranteed by**The Mitsui Taiyo Kobe Bank, Limited****Issue Price 100 per cent.****Yamaichi International (Europe) Limited****Mitsui Taiyo Kobe International Limited****Nomura International****Daiwa Bank (Capital Management) Limited****Banque Bruxelles Lambert S.A.****RNP Capital Markets Limited****Commerzbank Aktiengesellschaft****Daiwa Europe Limited****Kleinwort Benson Limited****Lehman Brothers International****Morgan Stanley International****Salomon Brothers International Limited****Sumitomo Trust International plc****Taiheiyo Europe Limited****IBJ International Limited****LTCB International Limited****Barclays de Zoete Wedd Limited****BSI-Banca della Svizzera Italiana****Credit Suisse First Boston Limited****Goldman Sachs International Limited****KOKUSAI Europe Limited****J.P. Morgan Securities Ltd.****The Nikko Securities Co., (Europe) Ltd.****Shinsei Ishino Europe Limited****Swedbank Handelsbanken Group****Toyo Trust International Limited**

INTERNATIONAL CAPITAL MARKETS

Gulf ceasefire has little impact on Treasuries

By Karen Zagor in New York and Tracy Corrigan in London

LONGER-dated maturities led the US Treasury market lower yesterday morning in thin trading with the Gulf ceasefire having little impact on business.

At

mid-session, the Treasury's bellwether 30-year bond was down at 15½, yielding 8.18 per cent.

The decline was less pronounced at the short end of the yield curve, where the three-year note was quoted 1/2 lower to yield 7.26 per cent.

The Federal Reserve refrained from operating in the open market. Fed funds, which banks lend to each other, were changing hands at about 6½ per cent between 11.30am and 11.45am, the usual intervention period.

There was no policy message attached to the Fed's lack of intervention. On Tuesday the Fed pre-announced overnight system repurchase agreements, which were executed yesterday morning.

BENCHMARK GOVERNMENT BONDS						
	Coupons	Red Date	Price	Change	Yield	Week ago
UK GIILTS	13.000	02/02	103.90	-0.02	10.72	11.44
	13.000	03/02	103.91	-0.12	10.69	10.83
	13.000	10/08	99.05	-0.02	10.72	10.80
US TREASURY	7.750	02/01	98.13	-0.22	7.95	8.20
	7.750	02/21	98.55	-0.04	8.15	8.20
JAPAN	4.800	06/09	99.165	-0.255	6.84	6.88
No 129	5.400	03/09	99.543	-0.309	6.45	6.51
GERMANY	9.000	01/01	104.5700	+0.120	9.28	9.30
FRANCE	9.000	02/08	98.2040	+0.243	8.17	8.22
SWITZERLAND	8.500	01/01	103.7100	+0.290	8.01	8.54
CANADA	9.750	05/01	101.2600	+0.476	9.54	10.02
NETHERLANDS	8.500	03/01	98.2800	+0.080	8.81	8.85
AUSTRALIA	13.010	07/00	103.2500	+0.058	11.53	11.61
BELGIUM	10.000	04/01	104.7000	+0.280	9.21	9.40

London closing, * denotes New York morning session. Prices: US, UK in £ sterling, others in decimal

Yields: Local market standard. Technical Data/ATLAS Price Sources

the yield curve.

The March long gilt futures contract on Liffe ended at 91½ down from 92½ at Wednesday's close.

PRICES in the German bond market, traded in a narrow range, ending just above Wednesday's closing levels.

The Munich-based IFO Economic Research Institute forecast that tax increases in Germany will cut West German economic growth by ¾ per cent to ¾ per cent next year.

The March Bund futures contract on Liffe ended at 85.40, up slightly from the previous close of 85.38.

JAPANESE government bond prices continued to sag, as the latest supply weighed down the market.

The yield on the 129 benchmark issue rose further to end European trading at 6.47 per cent.

The Japanese authorities are continuing to tighten money market rates, and dealers say there is little optimism of any cut in rates soon.

notes due 1995 were bid at 88, up 6 points. The surge in the notes was spurred by rumors that Revlon owner, Mr Ronald Perelman, was discussing the sale of company to Procter & Gamble.

GOVERNMENT BONDS

Yesterday morning's economic news painted a mixed picture for the bond market. Although the personal income and spending figures for January were weaker than expected, with personal income rising 0.5 per cent and personal spending falling 0.6 per cent, the Chicago purchasing managers' index was surprisingly strong, rising to 44.1 per cent for February from 40.3 per cent in January.

In addition, Mr Martin Fitzwater, White House spokesman, said the rapid end of the Gulf war should be helpful in keeping the recession short.

In the high-yield junk bond market, Revlon Group's 11½ per cent senior subordinated

notes rose to 102½.

Olympic Airways faces loss

By Kerin Hope in Athens

OLYMPIC AIRWAYS, the Greek state carrier, faces losses of almost Dr15.5bn (\$41m) for the first two months of this year following a 50 per cent drop in passenger traffic as a result of the Gulf war.

Mr Loukas Grammatikos, the director general, said yesterday the airline's 12,500 staff would be asked to take three months' compulsory leave this year on half pay. He hopes redundancies can be avoided.

According to preliminary results, Olympic's losses for 1990 reached a record Dr250m, including interest payments.

The Gulf crisis increased the deficit by Dr10.6m because of reduced traffic and higher fuel prices. The airline cut both domestic and international flights by 30 per cent when war broke out. Routes to New York and Tokyo were kept open, despite US and Japanese travel advice warning tourists to avoid Athens because of the threat of terrorism.

Recession ends run of Brambles Industries rises

By Bruce Jacques in Sydney

BRAMBLES Industries, the Sydney-based international bulk materials handling group, has ended a decade-long run of earnings rises with a slight downturn in the December half.

Recession in its Australian operations cut net earnings 2.3 per cent to A\$102.2m (US\$81m) from A\$122.5m, despite a 13 per cent rise in revenue to A\$1.28bn. Earnings per share fell from 27 cents to 25 cents.

The interim dividend has been cut from 27 to 25 cents a share, but Mr Gary Pemberton, managing director, indicated the full-year rate might not be cut by saying directors would consider a bonus payout for the second half.

Mr Pemberton said the Australian recession had reduced the performance of all divisions in that country. But the European earnings improved, reflecting new investment in trains, forklift truck rental and heavy haulage.

Lend Lease plans rights

LEND Lease, the Australian property developer, plans a one-for-10 rights issue at A\$12 a share to raise about A\$210m (US\$165m). Reuter reports

that Lend Lease also announced a net profit of A\$102.1m for the half year to December 31, up from A\$88.5m a year earlier.

The new shares will not rank for the interim dividend of 31 cents announced yesterday but will rank for all future dividends.

Sumitomo Trust offers commodity fund

SUMITOMO Trust & Banking has started offering a commodity investment fund, Managed Futures Fund 1, to local institutional investors, Reuter reports from Japan.

Sumitomo is the first trust bank in Japan to offer a commodity fund to institutional investors in Japan.

The fund will collect up to Y5bn from local investors in

minimum lots of about Y100m, according to government officials.

• Toyota Finance, part of the Toyota Motor group, has paid Y5m for a 40 per cent share in Merrill Lynch International Capital Management.

Merrill Lynch Futures Investment Partners will manage the fund. Commodity fund investment in Japan now

	Crds	Outstanding	Yield	Outstanding	Crds	Outstanding	Yield
U.S. DOLLAR STRAIGHTS	1500	104	7.74	1000	92	9.35	9.36
ABBEY NATIONAL 7/7/91	1500	105	9.35	1000	93	9.35	9.36
ABERYLL 1/2/90	400	95	9.75	100	64	10.11	10.11
ABERYLL 1/2/90	100	100	10.00	100	99	10	

UK COMPANY NEWS

Higher tax reduces earnings per share to 24.7p Recession limits Barclays rise to 'disappointing' £760m

By David Lascelles, Banking Editor

BARCLAYS' £760m profits were "disappointing", said Sir John Qinton, chairman, because he had been hoping for a stronger bounce back from the previous year's £692m which was hit by Third World debt.

The pre-tax result, which lay in the middle of wide-ranging forecasts by analysts, confirmed that the recession is having its impact on the UK's largest clearing bank. Loan loss provisions totalled £1.23bn (£1.4m), much of it related to bad debts in the UK.

Because of the exceptionally high tax charge of £232m (£215m), earnings per share fell from 26.9p to 24.7p.

The result was accompanied by an increase of 8 per cent in the total dividend. This was below Barclays' promise to reward its shareholders with an increase in real terms. But Sir John had warned that the promise related to payments over an extended period rather than to every year.

"Given the pressure on our customers," he said, "it was appropriate to increase provisions but not to increase the dividend by more than 8 per cent."

UK domestic banking and treasury operations bore the brunt of the recession. Profits were £324m, down from the previous year's £1.21m. Provisions amounted to £294m, an increase of 2648m. Sir John

said that most of the provisions related to small- and medium-sized companies. Domestic lending margins remained stable. Deposits increased, but mostly in the more expensive interest-bearing accounts. Commission grew by 15 per cent.

The financial services division put in the strongest performance with a 10 per cent growth in profits to £151m. This stemmed mainly from increased brokerage commissions on general insurance. Life assurance and pensions were more subdued.

Central retail services, which include credit cards, lost 54m after a profit of £62m in 1989. The loss arose mainly because of bad debts and fraud. Although Barclaycard introduced a fee for cardholders during the year, the revenue was more than offset by reduced lending margins.

Barclays de Zoete Wedd, the investment banking arm, saw its 1989 profit of £54m whittled away to only £5m by the slump in the equity markets and slack corporate finance activity.

Costs rose substantially as overseas operations continued to develop. Sir John said he was confident that BZW could in the long run achieve its target of a 25 per cent pre-tax return on capital.

The Mercantile group of finance companies also suf-

fered a heavy bad debt load which reduced their profits from £51m to £2m. Mr Andrew Buxton, managing director, said that plans to sell off part of the division had been delayed, but negotiations were continuing with one or two interested buyers.

Many of Barclays' overseas operations were also hit by economic downturns. An exception was the EC where profits rose to £25m (£24m) despite a good result in Spain.

The growth in operating expenses was contained to 6 per cent, with staff costs rising only 3 per cent, though the cost/income ratio rose to 66.7 per cent from 64 per cent because of lower income growth.

The bank shed 1,400 jobs from its UK operations last year and expects another 5,000 to go this year. Over the next five years Barclays wants to shrink its UK employment by 15 per cent or more". Sir John said.

The balance sheet grew by 6 per cent to £125bn. The risk/asset ratio fell from 9 to 8.3 per cent, just above the internationally agreed regulatory minimum.

Mr Brian Pearce, finance director, said this was lower than he would wish, but he expected to be raising fresh capital through a preference stock or loan stock issue shortly.

Two banks hold out on BCMB bid

By David Lascelles, Banking Editor

BARCLAYS and National Westminster are believed to be holding out against an offer by Cukurova, the Turkish conglomerate, to buy the British Commonwealth Merchant Bank, which is in administration.

Cukurova has set a deadline of tonight for acceptance of its £20m offer. However, it is conditional on BCMB's 17 bank creditors rolling over two thirds of their interbank deposits with BCMB so as to provide it with liquidity.

The majority of the banks, which include Continental as well as UK institutions, have agreed.

The remainder have indicated they will accept if Barclays and NatWest, the two largest banks involved, also agree.

But it is believed that the two UK clearing houses would prefer to work with the administrators to find a solution for BCMB rather than with an acquirer from overseas.

If the deal fails to go through, the administrators would have to consider liquidation unless an alternative buyer emerges.

The fate of the bank is of concern to thousands of small depositors whose money has been frozen since last July. If the Cukurova deal succeeds, they would be repaid in full from a £150m credit facility, but the failure of the bank would entitle them to only 75 per cent of their deposits from the deposit insurance scheme.

The group is seeking to fix its borrowing

Cowie shares up as 30% fall to £11.3m beats expectations

By Jane Fuller

TCOWIE, the Sunderland-based vehicle fleet operator and distributor, saw pre-tax profit fall by nearly 30 per cent to £11.3m after a 26.7m increase in interest payments.

However, results ahead of expectations and the promise that each percentage point fall in the interest rate would add £2.4m to profit led to a further recovery in the share price. It closed 5p ahead at 69p.

Operating profit was £56m (£54.1m) on turnover of £236.5m (£249.9m). Interest costs were £44.7m (£38m). The proposed final dividend is cut to 2.5p, making a total of 3.7p (4.2p).

Mr Tom Cowie, chairman and chief executive, said the short-term rental division (self-drive vehicle hire) was being closed, involving an estimated cost of £2.5m.

Losses were cut from £3.16m to £3.00m, redundancy costs totalled £60k.

As the group had suffered from high interest rates, it was seeking to fix its borrowing

terms at a maximum rate of 11 per cent, he said.

With borrowings at nearly £330m, year-end gearing had remained at 380 per cent.

The finance division, which includes contract hire and vehicle leasing, bore the brunt of the interest costs. Pre-tax profit fell from £5m to £7.5m on sales of £199m (£181.6m). The fleet stands at 53,000.

The motor division's pre-tax profit declined to £4.82m (£5.15m) on turnover of £276.0m (£289.5m). Among the smaller activities, the profit from bus and coach distribution fell by 5m to £1.2m and property nearly halved to £600,000.

After a higher tax rate of 18.9 per cent, fully diluted earnings per share fell to 7.22p (10.87p).

• **COMMENT**

Mr Cowie's pleasure yesterday may only have been matched by those who bought the shares at

30 six weeks ago. He picked the perfect day to announce what amounted to an exercise in damage limitation. On top of good news from the Gulf and on interest rates, there was unexpected bullishness about the used car market. In the euphoria, it would be easy to forecast pre-tax profit for this year close to 1987's £7.1m (still below 1988's £25.1m) by gambling on £4.8m of interest savings and eliminating the self-drive losses. However, a touch on the optimism brake would be prudent. New car sales are forecast to fall from 2m to 1.8m this year, used car prices are notoriously volatile, especially when potential customers are losing their jobs and doubts remain about smaller parts of the business.

A pre-tax profit forecast of £10m gives a prospective p/e of 7.4. The shares are no longer cheap and there may be a pause in progress, but ground remains to be made up in the medium term.

Cluff Resources advances to £2.5m

By Jane Fuller

CLUFF Resources, the gold mining company, yesterday reported a 25 per cent increase, from £2m to £2.5m, in pre-tax profits for 1990, writes Andrew Bolger.

Gold production from Zimbabwe of 74,875 ounces was 6 per cent up on the previous year. It compensated, to a large extent, for the lower sterling

gold price, which averaged £213 last year, as against £231 in 1989.

Mr Algy Cluff, chairman, said: "Notwithstanding the lower price of gold, the group has continued to show a significant improvement in profits.

Through increasing production and operating efficiencies, our production costs have come

down from £240 per ounce in 1989 to £234 per ounce during 1990. In 1991 we anticipate a further increase in production to 80,000 ounces of gold from Zimbabwe."

Turnover was flat at £16.75m (£16.75m). Earnings per share rose 28 per cent to 24.3p (19.7p) and the dividend is maintained at 1p.



1990 Group Results

Summary

Group profit before tax of £977m for 1990 was £550m below the record performance of 1989 due to both the impact of recession in most major economies and the effects of the Gulf crisis.

	1990	1989
Turnover	£12,906m	£13,171m
Profit before taxation	£977m	£1,527m
Earnings per £1 Ordinary Share	87.9p	135.0p
Dividends per £1 Ordinary Share	55.0p	55.0p

A summarised Group profit and loss account is given in the next table.

While these profits are substantial in the current economic climate, they are nevertheless disappointing. However, action was taken early in the downturn to conserve cash and to contain costs. The balance sheet remains strong and the dividend for 1990 has been maintained at the 1989 level.

Full Year
In 1990, turnover decreased by 2% compared with 1989, but this was mainly due to exchange movements.

In Consumer and Specialty Products, trading profit increased by £32m to £600m. Strong growth in Pharmaceuticals and an encouraging performance from Paints were partially offset by the impact of adverse market conditions on the rest of this segment.

In Industrial Products, trading profit fell from £789m to £524m. The recession has reduced sales volume in Petrochemicals and Plastics and in General Chemicals, and these effects were exacerbated by a severe margin squeeze as prices came under pressure, despite higher costs. Recently, the fluctuating oil price resulting from the Gulf crisis has added to the uncertainties.

In Agriculture, trading profit decreased by £19m to £122m. Agrochemicals suffered from the weakness of the US dollar and adverse weather effects towards the end of the season.

Income from associated companies decreased from £279m to £154m. Most businesses experienced difficult market conditions and 1990 income was also affected by the disposal of the investment in Enterprise Oil plc on 15 August 1990.

Fourth Quarter

Profit before tax of £84m in the fourth quarter of 1990 was sharply lower than in the fourth quarter of 1989. The recession and the impact of the Gulf crisis depressed trading profit in most areas. Income from associated companies was significantly reduced in 1990 due to adverse market conditions and the absence of income from Enterprise Oil plc. The fourth quarter of 1989 had additionally benefited from a gain on the disposal of Tricel.

The trading results of the Group for the year 1990, subject to completion of the audit, together with comparative figures for 1989, are as follows:

	1990 Year £ millions	1989 Year* £ millions
Turnover	2,996	2,917
United Kingdom	9,910	10,254
Overs seas		
Total	12,906	13,171
Trading Profit	1,029	1,467
After providing for: Depreciation	525	536
Income from associated companies	154	279
Net interest payable	-206	-219
Profit on ordinary activities before taxation	977	1,527
Tax on profit on ordinary activities	-338	-531
Profit on ordinary activities after taxation	639	996
Attributable to minorities	-22	-66
Net profit attributable to parent company	617	930
Extraordinary items	53	127
Net profit for the year	670	1,057
Earnings before extraordinary items per £1 Ordinary Share	87.9p	135.0p

*Abridged results; full accounts with an audit report have been lodged with the Registrar of Companies.

Taxation

The tax charge for the year was £338m, representing an effective tax rate of 34.6%, and comprised UK corporation tax of £65m (1989 £182m) and taxation in respect of overseas and associated companies of £270m (1989 £349m).

Extraordinary Items

There are four extraordinary items in the 1990 Accounts which reflect both the active management of the ICI portfolio last year and planned further action for significant future reshaping. They are:-

- A gain on disposal of the investment in Enterprise Oil plc amounting to £525m net of tax.
- A charge of £300m net of tax relief for reshaping the ICI Group business portfolio, comprising withdrawals through business divestments, closures and other restructuring measures. The charge is net of estimated disposal proceeds and includes the expense of obtaining substantial cost reductions which are a significant part of the objective.

- A charge of £128m net of tax relief for the withdrawal from UK compound fertilizer manufacture and restructuring, with a view to ultimate divestment of the ammonium nitrate business.
- A charge of £39m net of tax relief, being ICI's share of an extraordinary item in Tioxide Group PLC, whilst an associated company, relating to its fundamental restructuring.

Quarterly Turnover and Profit

	Group Turnover £ millions	Group Profit Before Tax £ millions	Earnings per £1 Ordinary Share pence
1989 1st Quarter	3,210	442	39.2
2nd Quarter	3,432	483	42.8
3rd Quarter	3,212	306	26.3
4th Quarter	3,317	296	26.7
Year	13,171	1,527	135.0
1990 1st Quarter	3,454	414	38.1
2nd Quarter	3,369	319	29.3
3rd Quarter	2,996	160	13.7
4th Quarter	3,087	84	6.8
Year	12,906	977	87.9

Dividends for 1990

The Board has declared a second interim dividend of 3

UK COMPANY NEWS

Increases in electricity costs threaten future of UK chlorine and pvc manufacture ICI prepares to get into shape for the 1990s

By Clive Cookson

IMPERIAL Chemical Industries, the international chemicals group, is likely to change as much over the next decade as it did during the 1950s, when it became increasingly international and moved away from bulk chemical businesses into higher value specialist chemicals.

In its business strategy and management structure for the 1990s, announced yesterday, the strategic objective is "to increase shareholder value by focusing resources even more selectively, so as to exploit fully the profitable growth potential of those businesses where ICI already has or can develop strong global positions encompassing the major markets of Europe, North America and Asia Pacific".

The company intends channelling investment towards "those strong businesses which can play a truly global role," said Sir Denys Henderson.

"We will of course continue to support growing businesses in new areas like seeds, provided that they have the potential to be both strong and competitive globally. But businesses without that potential

will not normally have priority for expansion capital. They will generally be viewed either as cash generators or candidates for divestment."

Under persistent questioning during yesterday's annual results conference, Sir Denys refused to say which businesses would have priority for new investment and which would be put up for sale or regarded as cash cows.

Nor would he give any estimate of the job losses that would inevitably accompany the restructuring. The company reduced its workforce by 4,000 to about 130,000 worldwide during 1990.

Apart from ICI's well-known determination to get out of fertilizer manufacturing, the only specific sector which Sir Denys mentioned as a candidate for cuts was the UK chlorine business. That was in the context of ICI's concern about the threat of large rises in electricity prices for industrial users.

ICI Chlor-Chemicals, an intensive energy consumer, faced electricity price increases of "above 25 per cent," Sir Denys said. Negotiations were in progress with the electricity supply industry but "if reason

doesn't prevail and we're forced to go to these higher prices, we'll be forced to look very hard at the manufacture of chlorine in this country - and that could apply to PVC [plastic] as well." PVC manufacturing is the largest single consumer of chlorine.

The group will have a new management structure to go with a new emphasis - "simplified, more rigorously performance-oriented, and lower cost," Sir Denys said.

ICI will be reshaped into seven international business groupings: pharmaceuticals, agrochemicals and seeds, specialities, paints, industrial chemicals, explosives and materials. Each would be headed by a chief executive.

These international businesses would have a pre-eminent position over the ICI territories (national companies and regional organisations). "The basic role of the ICI territories will be to support the businesses with cost-effective services," the company said.

Some outside analysts have criticised ICI for its poor performance during the present recession, despite all the actions that were taken during

the 1980s to make the group less vulnerable to cyclical downturns.

But the board has given Sir Denys a vote of confidence by asking him to remain as chairman until 1995, when he reaches the normal ICI retirement age of 62 and will have been in charge for eight years.

REPORTING THREE weeks earlier than originally scheduled in order to allay market fears over its involvement in the loss-making mortgage indemnity business, Eagle Star yesterday unveiled pre-tax losses of £127.5m for 1990, writes Richard Lapper.

In 1989 the group, the insurance arm of BAT, made pre-tax profits of £307.5m.

Claims and provisions on the group's mortgage indemnity book amounted to £228.2m and were the key feature of underwriting losses of £47.5m. Profits of £49.5m from Eagle Star's buoyant life business and investment returns of £28.5m cushioned the impact.

But even in comparison with the poor performances being chalked up this week by Royal Insurance, General Accident and Commercial Union, this was disastrous. Eagle Star's non-life premium income of £120m was down 10 per cent from £130m in 1989.

To date the group's biggest acquisition was of Symphony International, a handling and luggage distributor, bought for £12.5m in July 1989.

The deal was accompanied by a 1-for-1 rights issue, priced at 18p, which raised £17m.

The suspension price of 18p compares with a low of 13p and a high of 26p since July 1989.

Royal Ins to raise premiums and cut jobs after £187m loss

By Richard Lapper

ROYAL INSURANCE, the composite insurer, yesterday reported pre-tax losses of £187m for 1990, against profits of £126m the previous year.

Although the results will deepen the gloom enveloping the UK's non-life insurance sector.

Life profits amounted to £55m (£61m) and investment income to £52m (£118m), while associated companies put in £45m (£44m), helping to offset overall underwriting losses of £234m (£34m profit).

The unchanged final dividend of 14.75p makes a total of 26p (25.5p) for the year.

Mr Ian Kushton, chief executive, said corrective action was being taken - including premium increases in most lines of business and continuing pruning of overheads.

Four hundred jobs were lost last year and there are plans to cut another 400. But the benefits of these programmes will not flow through until 1992.

Royal's results were dominated by the exceptional level of weather-related losses, especially in the UK where the company is one of the leading house insurers.

UK weather losses climbed by £17m to £155m. Subsidence losses more than doubled to £126m. Royal was also hit by a deterioration in its motor and industrial property accounts.

These amounted to £1.68bn at the year-end, leaving Royal with a solvency margin of 32 per cent, the lowest in the sector. However with the recent upturn in equity markets, assets are approaching £2bn, and the solvency margin is about 38 per cent.

Eagle Star dives £128m into red

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emiums
37m loss

UK COMPANY NEWS

Inchcape buys Rutland broking side

By Andrew Bolger

INCHCAPE, the international services and marketing group, has bought the insurance broking interests of Rutland Trust, the financial services concern. These comprise a network of companies in the Midlands and south-east of England.

Inchcape is paying £8.5m cash, plus an additional £1.5m to repay an outstanding loan owed to Rutland by the broking companies.

At the same time, Rutland Trust reported a 32 per cent drop to £10.36m (£15.36m) in overall pre-tax profits and a 27 per cent increase to £127.56m (£100.39m) in turnover for the year to December 31. Of this, the broking activities contributed a profit of £28.000 on turnover of £26.87m.

Sir George Turnbull, chairman and chief executive of Inchcape, said the acquired

companies would form part of Bain Clarkson, his group's wholly-owned insurance broking subsidiary. He said the spread and business mix of Bain Clarkson's and Rutland's insurance broking companies were complementary.

Inchcape said Bain Clarkson was the fourth largest retail insurance broker in the UK, and worldwide was the 12th.

Meanwhile, Rutland said it was rationalising its brokerage business because insurance rates had softened and the small-to-medium-sized businesses it catered for had suffered from the adverse economic climate.

The group had aimed to expand in regional base, but was deterred by the high prices sought by potential sellers.

On the profits decline, Mr Michael Langdon, chief execu-

tive, blamed the economic downturn, the impact of which was felt particularly in the equipment leasing and the architecture/building surveying businesses.

Earnings per share dropped to 2.28p (3.59p) fully diluted. A maintained final dividend of 0.53p makes an unchanged total for the year of 0.8p.

Mr Langdon said that following the sale of its insurance broking services, the group would continue to develop its core businesses of corporate and property finance and asset finance.

London & Edinburgh Trust, the property developer, holds a 36 per cent stake in Rutland. Rutland said that following the acquisition of LET by SPT, the Swedish pension group, it had confirmed that it regarded the shareholding in Rutland as a



Sir George: complementary spread and business mix

long-term investment. Talks were being held to identify areas of common interest in the UK and Europe.

Regina back in profit

Regina Health & Beauty Products, the USM-quoted royal jelly group, returned to profit in the half year ended December 31 1990 with £54,000 pre-tax. That compared with a loss of £2.56m, which grew to £4.7m by the end of 1988-89.

Turnover came to £1.62m (£2.93m). Earnings worked through at 0.09p (losses 12p).

goodwill, stands at more than 200 per cent. However, Mr Reeves said that given the blue-chip character of its customer base, the company could live with this level.

Mr Reeves said the carrying costs of High-Point's investment in London Scientific Services, the old Greater London Council laboratories bought in 1988, had also depressed results. It had yet to make a return on the investment, although it believed LSS had been a strategically-correct acquisition.

The domestically-based businesses, including Rendall Palmer & Tritton, the 150-year-old consulting engineer, had performed well and what, Mr Reeves said, had been the worst recession in the UK construction industry in 40 years.

Internationally, diversion of money by governments to pay for the Gulf war, and problems of banks and property developers in the US and Japan, were likely to depress the overall construction work load.

However, the interim results had demonstrated High-Point's ability to maintain and increase market shares.

High-Point has used debt rather than equity to finance its acquisitions. Gearing, expressed as gross debt against net assets, after writing off

Finance charges cut High-Point's rise

By Clare Pearson

HIGH-POINT, the consulting engineer and project manager which does nearly half of its business with UK and other governmental bodies, sustained higher interest charges in the half year to end November 1990.

As a result pre-tax profits rose by only £15,000 to £261,000 and Mr Ian Reeves chairman, warned that "we shall be pleased to maintain pre-tax profits at last year's level", which was £2.52m.

Operating profits presented a much brighter picture, rising by 29 per cent to £2.18m (£1.69m) on a 17 per cent increase in turnover to £29.35m (£24.19m).

Interest charges were sharply up at £1.34m (£0.86m), Mr Reeves said, this resulted from higher interest rates, the final consideration for an acquisition which fell due in the second half of last year,

Local council and non-public sector UK customers had also been taking longer to settle bills as a result of government spending squeezes and the impact of economic conditions on business cashflows.

High-Point has used debt rather than equity to finance its acquisitions.

Gearing, expressed as gross debt against net assets, after writing off

Notice to the Bondholders of
THE BANK OF YOKOHAMA, LTD.
(Kabushiki Kaisha Yokohama Ginko)

U.S.\$100,000,000

2 1/2 per cent. Convertible Bonds due 2001

Notice is hereby given that with respect to the issuance of new shares by way of free distribution authorized at the meeting of the Board of Directors held on 17th December, 1990, the shareholders appearing on the register of shareholders of the Bank on 31st March, 1991 (Tokyo time) (the record date) will be allocated 0.07 new shares for each share owned, and as a result of such authorization of free share distribution the following adjustment of the conversion price shall be made pursuant to Clause 7 (H) (i) of the Trust Deed dated 30th September, 1986 relating to the Bonds:

1) Conversion price before adjustment: Y883.70

2) Conversion price after adjustment: Y825.90

3) Effective Date of the adjustment: (Tokyo time): 1st April, 1991

The Bank of Yokohama, Ltd.
47, Honcho 3-chome,
Naka-ku, Yokohama, Japan

1st March, 1991

US investment in Sedgwick cut

By Daniel Green

TRANSAMERICA, the US financial conglomerate, yesterday cut its stake in Sedgwick, the UK insurance broker, from 39 per cent to 25 per cent. Both companies said they considered the remaining holding to be a long-term investment.

The move stems an under-current of speculation over the fate of the stake, acquired in April 1985 when Sedgwick merged with Fred S James, a US insurance broker. A four-year standstill agreement on trading the shares ended in February 1990.

The 50m shares were placed with institutions at 222p, by SG

Warburg and Morgan Stanley, who paid 218.4p for the stock.

The original 39 per cent stake carried with it only 29 per cent of the voting rights.

The ordinary shares sold have full voting rights and Transamerica said it would convert

20 per cent of the stock by the end of 1991.

The move continues United Distillers' policy of developing joint ventures, such as those with Bacardi and LVMH, that enable it to sell its Scotch whisky and gin brands alongside other leading premium drinks in key international markets.

Mr Tony Greener, United Distillers' managing director, said yesterday: "Bundaberg rum will be a very valuable addition to the United Distillers portfolio. Research is now under way to explore new opportunities for the brand internationally."

Provisions hit English & Overseas

English & Overseas Properties had a poor second half but just remained in profit.

However, adding provisions against current properties and reorganisation left it with a loss of £134,000 for 1990, compared with a profit of £2.02m.

From losses per share of 5.51p (earnings 23.4p) the dividend is cut from 4.5p to 2.5p, with a final of 0.5p taking the whole of the decrease.

Mr Jim Clark, chairman,

said in the second half the majority of negotiations in hand were aborted, with potential occupiers in the main preferring not to move.

New inquiries were at a premium and the market generally came to a complete standstill.

The proposed vulture fund had to be abandoned as the majority of the committed funds were of Middle East origin and were lost on the invasion of Kuwait in August.

BOARD MEETINGS

	Minerals	Schleswig	Monks	Mar. 10
Schleswig Copper Lines	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Stile	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Alpha (BSR)	Mar. 10	Mar. 10	Mar. 10	Mar. 10
GBA	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Bovater	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Brake Bros	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Carlton Cards	Mar. 10	Mar. 10	Mar. 10	Mar. 10
EFT	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Fisons	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Freight Ind	Mar. 10	Mar. 10	Mar. 10	Mar. 10
HIV	Mar. 10	Mar. 10	Mar. 10	Mar. 10
John Johnson	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Leisure Services	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Morrison (Wm)	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Second Market Inv	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Third Ind	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Trusthouse Forte	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Unit. Plantations Africa	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Whitbread	Mar. 10	Mar. 10	Mar. 10	Mar. 10
Wimpey (George)	Mar. 10	Mar. 10	Mar. 10	Mar. 10

Nationwide

£300,000,000
Floating Rate Notes Due 1996

(Second Series)
(Issued by Nationwide Building Society)

Interest Rate:
13.36125% per annum

Interest Period:
28th February, 1991 to
28th March, 1991

Interest Amount per
£5,000 Note due
28th March, 1991: £51.25

Interest Amount per
£50,000 Note due
28th March, 1991: £512.49

Agent Bank:
Barings Brothers & Co, Limited

EUROPEAN AMERICAN BANCORP

(Incorporated in the State of New York U.S.A.)

US\$125,000,000

Floating Rate Notes

Due 1992

In accordance with the terms

and conditions of the Notes,

notice is hereby given that for

the three month interest period

from (and including) 28th

February, 1991 to (but

excluding) 31st May, 1991, the

Notes will carry a rate of

interest of 6.47 per cent, per

annum. The relevant interest

payment date will be 31st May

1991. The coupon amount per

US\$10,000 Note will be

US\$177.29 payable against

surrender of Coupon No. 22.

Hambros Bank Limited

Agent Bank

AKRANES AND BORGARFJORDUR HEATING CORP. US\$10,000,000

Floating Rate Notes due 1991

In accordance with the terms and

conditions of the Notes, notice is

given that for the three month

interest period from February

28, 1991 to August 28, 1991 the

Notes will carry an interest rate

of 7.7% per annum.

The interest payable on the relevant

interest payment date, August 28, 1991

against £10,000 for each Note of US\$1,000.00.

The Agent Bank

KREDITBANK
SA Luxembourg

March 1, 1991

"Resolute action is being taken to strengthen our general insurance business."

Excellent growth in our life business."

UK COMPANY NEWS

Courtaulds Textiles rises to £40m

By Alice Rawsthorn

COURTAULDS Textiles yesterday saw its shares rise 12p to 302p when it announced a modest increase from £39.9m to £40.3m in pre-tax profits for 1990.

The company is one of the largest players in an industry which is suffering from the initial pressures of increasing imports and weak domestic demand.

Mr Martin Taylor, chief executive, said Courtaulds Textiles had done very well to hold its own in this environment.

Current trading conditions are still "very difficult", but the company was in "surer shape financially".

Earnings per share rose to 4.9p (28.8p) in the year to December 31. The board proposes a final dividend of 8p, making a total of 12.5p (11.6p).

This is the first full set of preliminary results to be

published by Courtaulds Textiles since its demerger nearly a year ago from Courtaulds, the speciality chemicals and industrial products group.

Turnover slipped to £983.8m (£988.4m) reflecting a fall in sales due to closures and disposals.

Operating profits rose to £51.7m (£51.6m). A credit to pre-tax profits of £4.4m (£2.0m) came from the pension fund surplus.

The interest bill was reduced to £1.2m (£1.2m). This was partly because of lower year-end borrowings of £35.4m (£74.6m) due to working capital improvements.

Mr Taylor said the company had been run on a "very tight cash basis" during the year.

Capital expenditure was cut from a projected £35m to £23.6m in 1990 and stock levels were reduced to

£161.6m (£199.9m). Operations have been rationalised, particularly in spinning. The workforce was reduced by about 3,200 to 28,200 in 1990 and there have been roughly 750 further job losses so far this year.

COMMENT

Even allowing for the whiff of post-war glee that pervaded the market yesterday, the City's response to Courtaulds Textiles' results was a little overstated. The company undoubtedly did well to maintain profits in difficult trading conditions and did even better to improve its cash position given the financial problems of textiles.

But there is no hope of an improvement in trading conditions until the end of this year at the earliest, and even an improvement then would not filter through to profits until 1992. The company will do well



Martin Taylor: trading conditions still difficult

to maintain profits at about £39.5m this year. This leaves the shares at 302p on a prospective p/e of 10.5 looking a little over optimistic about the prospect of an early recovery.

Foreign & Colonial weathers tough year

By Philip Coggan, Personal Finance Editor

FOREIGN & COLONIAL, the flagship of the investment trust industry, yesterday increased its final dividend by 5.6 per cent in spite of a difficult year for its investment

The trust's net asset value per share fell 24 per cent over 1990 to 151.7p (199.4p), compared with a 14 per cent fall in the FT-Authorities All-Share.

However, a strong revenue account allowed the trust to push the final dividend up to 1.9p, making a total of 2.9p (2.6p). Mr John Slater, chairman, warned that future dividend increases might not be as strong as in recent years.

Investment performance was affected by the trust's large overseas portfolio, since the year saw both the UK stock market and sterling do relatively well. The trust was also held back by its gearing, following a £110m debenture issue in November 1989. Gearing helps a trust outperform in a bull market, but accentuates underperformance when shares are falling.

However, Mr Michael Hart, joint manager, said that the gearing had allowed the trust to buy shares when stock markets were weak. And judicious switching of short-term loans between currency denominations had saved the group £5m.

The trust had also benefited from a narrowing in the discount to net assets from 16 per cent to 11 per cent over the year. This may have been helped by the co-ordinating success in attracting private investors, with the number of shareholders rising over the year by 49 per cent.

Since the start of 1991, Foreign & Colonial has benefited from the rise in world stock markets and has outperformed the average investment trust.

At the end of January 49 per cent of its portfolio was in the UK, 24 per cent in the US, 10 per cent in Japan, the Far East 3 per cent and Europe 11 per cent.

Mr Hart thought that the UK stock market rally was overdone in the short term, but he expected the market to be 20 per cent higher at the end of 1991 than at the beginning of January.

Swiss offer values Merlin at £2.92m

By Sue Stewart in Douglas

A LOW offer was made yesterday for Merlin International Properties, the beleaguered Manx company which slumped from profits of £1.01m to pre-tax losses of £25.5m in the year to end-June 1990.

The recommended bid was

announced at Merlin's annual meeting in the Isle of Man. It offers 5p per share for both preference and ordinary shares and values the company at £2.92m. No offer is to be made for partly paid shares.

Mr James Howatson, of Smith New Court, which has been trying to solve Merlin's cash flow problem, said the alternative to accepting the offer was for the company to go into receivership.

Mr Howatson said the offer was from Luire, British Virgin Islands company wholly-owned by Swiss-registered Estonia Venture. Money to finance the purchase will be loaned by Sonnair Finance, a Swiss company controlled by Mr Peter Borgas.

Mr Peter Jevans, chief executive and acting chairman said:

"In an almost unprecedented scenario of property downturn, economic recession and high interest rates it isn't possible for a development company to keep on developing."

MANAGEMENT

Otis Elevator has bought its way into the east European market. Andrew Baxter examines how the US company aims to take advantage of the upheaval in the region

Setting sights on new heights

It takes just a three-stop ride on the Berlin subway to cross from the Otis Elevator factory in the old western sector of the city to one of its two new half-sisters in the east, but for Pierre Fougeron it is a journey back in time.

"We used to believe in the West that East Germany was among the most developed of the socialist countries, but this is not true," says Fougeron, who heads European operations for the world's biggest lift-maker. "In our case they were 30, 40, even 50 years behind. They were using twice as much material as they needed to make their lifts, and the culture and working methods were very poor."

The hub of Fougeron's company is Berliner Aufzugs- und Fahrzeugebau (BAF) - an east Berlin liftemaker in which Otis Germany bought a majority interest last September. One of BAF's two plants is a rambling, 95-year-old building in a drab district near the old Berlin Wall, where employees used to assemble wooden lift

cars. The manager would ride to his office in a lift with buttons numbered for 10 floors although the building has only four - because using standard button panels helped BAF cut costs.

This plan to change all this over the next two or three years, introducing western production machinery and manufacturing methods, reviving dormant technical skills, and instilling new attitudes towards customers as BAF is judged away from the strait-jacket of a command economy.

In the communist era BAF was even obliged to devote 5 per cent of its production to consumer products such as garden hose reels and trailers, much to the despair of its executives. The BAF project is an important element in a long-term plan for Otis to boost eastern Europe and the Soviet Union into the last decade of the 20th century. A third of the world is up for grabs. And if you're a global company you might as well start grabbing," says George David, Otis chairman and chief executive.

Last month, Otis announced

its second Soviet manufacturing joint venture, and there may be more in the pipeline. David also predicts a smaller transaction in Poland this year, and says "we will do something in Czechoslovakia pretty soon".

"We are going to be decisively ahead of our competitors in eastern Europe and in fact ahead of most Western investors," claims David, who has been closely involved in the Otis foray from its inception in 1989. It is making slow progress.

In the heavy equipment sector, most US groups have been content to rely on export sales, although Westinghouse did announce in December a co-operation agreement with Skoda, the Czechoslovak engineering group, in power systems. Otis, part of Connecticut-based United Technologies (UTC), has gone further, and over the past few months has announced a string of acquisitions and manufacturing joint ventures in eastern Germany, Hungary and the Soviet Union (see panel).

All three companies are attracted to eastern Europe by the size of the market, and demographic trends that underpin its potential for further growth. David gives a "halibut number" of \$3bn for the market in the former Socialist countries, against

\$15bn-\$16bn for the rest of the world.

The Soviet Union, the world's largest national market for new lifts, accounts for the lion's share of the total, due mainly to housing trends. The ugly apartment blocks that are home for most Soviet citizens all need lifts, and much of the installed base is fit only to be ripped out and replaced, says one analyst. Much of the housing stock, in any case, is sub-standard, and rebuilding will add to the demand for new lifts.

This humdrum context is a powerful attraction for Otis. The average electro-mechanical lift does not have the electronic sophistication that would fall foul of CoCom rules on technology transfer, and says Fougeron, the US company will continue to import its larger, more complex models for hotels and skyscrapers into eastern Europe. This market has historically been dominated by Kone of Finland, but has opened up considerably over the past two years with the weakening of trade ties between Finland and its large neighbour.

Consequently, Otis is much further ahead of other UTC businesses in establishing a foothold in Eastern Europe. Lifts, after all, are intrinsically less politically sensitive than Pratt & Whitney's aerospace engines, for example.

For David and Otis, eastern Europe holds another strong attraction, which is rooted in the company's decentralised culture and diverse character. With 43,000 non-US employees out of 50,000, he says, "It's natural and normal that we're in every market in the world. When eastern Europe opened up in the latter part of 1989, our company just made a right-hand turn and headed east."

The reality was a little trickier, and David acknowledges Otis had its share of luck. The company's top six executives spent a week in Moscow and Leningrad in early 1989 assessing whether there might be any opportunities. David admits that this was to prove "amazingly fortuitous" as it enabled Otis to make plans well ahead of the upheaval in



George David, Otis chairman and chief executive: "A third of the world is up for grabs. And if you're a global company you might as well start grabbing"

the eastern bloc later in the year.

But, in common with many US companies, Otis had difficulty picking its way through the complexities of east European bureaucracy until it realised that the key to success was making contacts at factory level with managers who had "elevators in their blood".

"You find the factory manager, get him started and organised, and let him worry about the issue of Finance Ministry approvals and all the rest of that stuff," says David. "We nudge, untire and support, but meanwhile, people eat, sleep, and ride in elevators. And the people that do all those things will continue."

● Economic risk. Despite eastern Europe's long-term housing needs, analysts wonder where the money will come from to finance them. David is keeping his feet firmly on the ground: "Some of the investments we are making in these countries are not going to pay off. I have no doubt we will see economic catastrophe in one or more of these ventures in the next decade."

● Manufacturing and product development. Buying manufacturing assets in east Europe is less risky for Otis than for other capital goods producers because so much of its work is done away from the factory, in the customer's premises.

Even so, the company faces an uphill task transforming BAF, which would almost cer-

tainly have collapsed had it not been taken over. Nobody least of all in western Germany - wants to buy lifts made in eastern Germany. So Otis will move the manufacturing and technology base mainly towards making Western-designed lift parts. Executives estimate it will take two years to get things right.

The situation is different in the Soviet Union, says Fougeron, where "you do not willingly take over old factories, they are such a mess". But in both countries the manufacturing equipment will be purely western-made - "no east European machine tool would do as good a job," says Fougeron.

The people challenge. This looks like being the least of Otis' problems. It is buying workforce with strong electromechanical skills, especially in eastern Germany, and observers say David is trusted in his confidence that the workforce quality can be lifted fast with decentralisation, incentives and training.

As for adapting to the demands of capitalism, Otis thinks this will be easier in eastern Germany and Hungary than in the Soviet Union. Jean-Pierre van Rooy, an energetic Belgian who is Otis' chief operating officer, says: "East Germans were capitalists until 1945. They have not forgotten everything."

Van Rooy recalls the manager of a Soviet lift factory showing him how much profit he made. "He said 20 per cent. Now I am sure he was going to answer me 20 per cent on anything I was asking. He had found out that it was a nice round figure. I am quite sure he did not have a clue what he was talking about because that is not their system there."

So far only the Hungarian joint venture is operating, but the two Soviet ventures, which came on stream next year, are expected to be producing about 5,000 lifts annually by 1996/97. Fougeron believes that eventually production could reach 15,000 lifts a year, giving Otis 25-30 per cent of the Soviet market.

That would also enable Otis comfortably to achieve its cherished double-digit market share in the Soviet Union, which it alone of the lift companies has achieved in every other big market.

For David, the potential rewards justify the effort involved in taking Otis eastwards. "We are buying market position and establishing relationships, and our time horizons are very long." They may well have to be.

Where the big three pressed the button

The world's big three lift companies have been doing business in eastern Europe for years - Otis made its first sale in the Soviet Union in 1983 when it installed a lift in the Winter Palace - but since 1988 they have become more deeply involved. They have made the following key strategic deals:

OTIS
In eastern Germany, Otis bought BAF, a Berlin-based lift and escalator producer with 1,000 employees and a strong position within the east German market. The deal, struck in September, also helped Otis secure the purchase of another half dozen regional lift workshops, each with their maintenance portfolios serving about 1,000 clients.

In Hungary, Otis increased to 51 per cent its ownership in a joint venture formed in July with GIV, a local state-owned lift company. The

new venture has about 500 employees and a factory in Budapest.

In the Soviet Union, Otis agreed in July to form a joint venture with Scherbinika Lift Plant, part of the Soviet national lift agency. The new company, Scherbinika-Otis Lifts, will be 65 per cent owned by Otis, and produce lifts for the domestic market from a new plant being built next to the existing Scherbinika factory, 15 miles from Moscow. In February, Otis announced a joint manufacturing venture in Leningrad, Len Ots Lift, which will also be 55 per cent owned by the US company. The new company will employ 1,100 people from the two Soviet partners to the deal.

KONE
Kone, the worldwide No.3, has 60-80 per cent of the Soviet market for imports of large, sophisticated lifts, having sold more than 6,000 since the 1940s.

To protect its position as rivals begin to enter the market, Kone established a lift maintenance joint venture with Intourist, the Soviet tourist organisation, at the end of last year, allowing it for the first time to maintain the lifts it sells in the Soviet Union.

Elsewhere, Kone bought a handful of east German lift maintenance companies in the autumn, and is looking for joint ventures in Czechoslovakia.

SCHINDLER
Schindler, the Swiss company which is second largest in the world after its 1988 takeover of Westinghouse's US lift business, has bought half a dozen small lift maintenance and distribution companies in eastern Germany, which are now branch offices run from the company's German headquarters in Berlin.

Last March Schindler took a 75 per cent stake in e

460-employee joint venture with Ganz Lift of Budapest, cementing a 15-year-long association with the Hungarian company.

In the Soviet Union, Schindler agreed in December to take 51 per cent of a Soviet joint venture, Schindler-Mosmontas-Lift, which will install and service imported Schindler lifts.

Schindler hopes this will help it penetrate the market for sophisticated imported machines hitherto dominated by Kone.

The Swiss company is also discussing a manufacturing joint venture to get a slice of the much larger Soviet market for small lifts, but says there is a long way to go. One reason for its cautious approach is the need for hard currency to pay for imports of western manufacturing equipment.

Additional reporting by Enrique Tessieri in Helsinki.

TECHNOLOGY

Fight hard, stand firm

Stefan Wagstyl looks at the opportunities for western companies in the Japanese telecommunications market

its regulatory powers to prevent NTT from squeezing the fledglings out of the market.

As a result, the two new carriers prospered, even though they are not permitted to cover the whole country. In mobile telephones, IDO and DDI have around 30 per cent of the market. This should spur competition in which the large Japanese electronics combines - with their skills in mass-manufacturing and marketing - should have an advantage, says Egijs.

● The probable introduction of new generation systems, including mobile cellular services. In the current system, mobile telephones operated by communications by radio transmission with mobile base stations 1-2 kilometres apart. In a micro-cellular service the stations will be 100-200 metres apart, so the receivers can operate at lower power with smaller batteries. Egijs says that Japan lags behind the US and the UK in the development of such services.

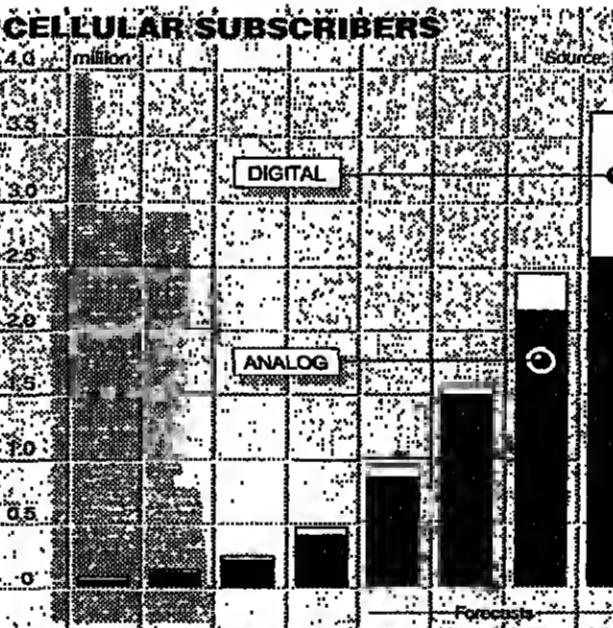
● The spinning off from NTT of its mobile telecommunications operations, to promote the start of digital services offers

new equipment makers, including overseas companies, to enter the market.

● The general liberalisation of the market for receivers next year. Users will be able to buy their telephones, instead of renting them from carriers. This should spur competition in which the large Japanese electronics combines - with their skills in mass-manufacturing and marketing - should have an advantage, says Egijs.

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● The spinning off from NTT of its mobile telecommunications operations, to promote the start of digital services offers



short-term transactions between the parent and its subsidiary.

Nevertheless, there are opportunities. As well as supplying receivers, there is the business of providing base stations and networks, plus opportunities to sell components, testing equipment and computers.

Egijs believes that Motorola has established a strong position and two other foreign companies - Ericsson of Sweden and AT&T of the US - have established a good foothold by winning approval as suppliers of equipment for the new digital networks. But others will face increasing difficulties entering the market. Yves Ostrovsky, a consultant at Egijs, says: "Unfortunately there are no EC companies supplying equipment. The industry becomes more attuned to supplying the mass-market so Japanese companies' competitive advantages could also increase."

Precision plastic breaks the mould

A WAY of moulding precision plastic parts measuring only microns (millions of an inch) is the target of a German research collaboration between BASF's polymer research laboratory, STEAG Mikrotechnik (a subsidiary of the STEAG energy group) and Heidelberg University, writes David Flehlock.

Such parts could lead to the production of mechanical and electrical machinery the size of microchips, which could be used in microinstruments, sensors and medical implants.

The first big step in the process is to make the tiny component first in perspex (polymethylacrylate). This is exposed to a particularly intense form of X-ray known as synchrotron radiation, which penetrates deep into the plastic, making the material easy to dissolve.

This perspex part is elec-

trorotted with nickel and the perspex then dissolved, leaving a nickel mould which is filled to make the tiny thermoplastic components.

The challenge is to develop a polymer that needs exposing to synchrotron rays for minutes instead of hours, in order to reduce processing costs. The researchers hope to have identified this polymer by the middle of the year.

House in palm of your hand

HAND-HELD computers are now helping property surveyors to reduce the time - and the cost - of carrying out general house surveys.

Hand Held Systems, of Marlow, has developed a software package based on the standard house buyers' and flat buyers' report and valuation - the report format recommended by the Royal Institution of Chartered Surveyors for homes built this century.

The package runs on the Gridpad, from Grid, a toughened hand-held machine used widely for military use.

The software can be used in a similar way to printed forms, with boxes and text appearing on the screen which can be ticked as appropriate. Extra information can be written on the screen - the Gridpad has the ability to read hand-written text.

As well as making the collection of data less difficult, the information can be printed

out directly by plugging the machine into a laser printer, avoiding the need to re-type the information.

Getting to grips with rubber

THE American army is likely to be the first beneficiary of a new type of rubber compound which is far tougher and longer-lasting than conventional materials.

Developed at the University of Maryland specifically for use in the tracks of army tanks, the material could eventually find its way into the rubber belts of escalators, or even roofing materials.

The challenge is to develop a polymer that needs exposing to synchrotron rays for minutes instead of hours, in order to reduce processing costs. The researchers hope to have identified this polymer by the middle of the year.

This is because the rubber

compound has a reduced amount of sulphur, which is traditionally used to crosslink the rubber molecules together. Instead, the university crosslinked the molecules by bombarding them with electrons from an electron accelerator. In tests the track lasted the equivalent of 2,000 miles, about double that of more conventional tracks.

To help companies keep a closer account of who is using - and abusing - the service, Computer Cab, one of London's biggest taxi firms, has introduced plastic card technology which records who uses the cabs and when.

The cards issued to

employees may be coded to authorise use only during working hours. Outside these hours the card swipe machine in the cab would bar its use.

Marketing strategy will allocate an average 4.4 per cent of annual turnover on marketing this year, an increase of 12.5 per cent over last year.

Most of this extra money will be spent by companies with a turnover of less than £1m. Those with a turnover of less than £25,000 will be reducing their marketing expenditure, says the survey, conducted by The Concept Company, of Teddington.

Perhaps the most interesting finding is that 40 per cent of companies in the UK computer industry possess no formal marketing strategy.

Russian spellings put to the test

A SOVIET co-operative has developed a software package which locates mistakes in Russian language texts and which runs on IBM and compatible PCs.

The Ortho package, developed by the Informatic co-operative, in Moscow, has a 120,000-word Russian language dictionary against which it can check spellings. Informatic has also developed specialised dictionaries for special interest groups.

COMMODITIES AND AGRICULTURE

A gold company seeks industry cost-cutting aid

Philip Gash in Johannesburg

CLEM Sunter, chairman of Gold and Uranium division of Anglo American, the world's first gold producer, yesterday called on commerce and industry to aid the mining industry in its drive to contain costs.

Speaking against the backdrop of a gold price which is more than a quarter of the year's production profits, Mr Sunter said: "The days of record price increases are over. We are forging ever closer communication links with our suppliers in order to relate to them the gravity of the situation and to show truly that we cannot survive the magnitude of past losses continues."

Already some suppliers in the country are changing their prices to different mines for the same goods, depending on the profitability of the mine. The closure of mines this year now a certainty, wages will also be in the spotlight. The pressure on the National Union of Mineworkers to present modest

demands. Commenting on the NUM's moderation last year, Mr Sunter said: "It is sincerely hoped that this attitude continues to prevail during the current year negotiations, if thousands of jobs are not to be lost."

Mr Sunter noted various steps being taken by management to effect economies:

- Employees are being switched from support functions to the direct production process;
- Manpower is being reduced, as far as possible through natural attrition, transfers and retirement;
- Commodities like timber, are being recycled;
- Electricity demand is being monitored more closely;
- Overheads are being reduced in areas where the cost of the activity is believed to exceed the value it adds to the business.

He said employees were increasingly coming forward with practical suggestions of how to streamline the production process. Mr Sunter said 1990 had been

a "disappointing year" for the international gold market and predicted the market would remain unsettled so long as unrest in the Soviet Union and elsewhere in the Middle East continued. He said that during 1991 jewellers' demand was likely to provide a floor for the gold price in the event of any major decline in prices.

Mr Sunter said progress was being made towards the "systematic and complete removal of all forms of race discrimination" from the mining industry. This is the subject of continuing talks between the NUM and the Chamber of Mines, an employer body.

The question of inter-racial violence at the mines is the subject of similar discussions and initiatives.

Within the Anglo American group, 1990 was a bad year for safety with 43 lives being lost at Vaal Reef and Western Deep Levels due to seismic events.

Mr Sunter said steps were being taken to address the problem, including the backfilling of operations as a matter of urgency.

US short of cash for export programme

By Nancy Dunne in Washington

LEGISLATION TO replenish funding for US agricultural export subsidies is heading for the floor of the US House of Representatives. But the US is so strapped for cash that exporters may have to wait until the 1992 fiscal year to get their subsidy cheques.

Like the EC, the US is finding it increasingly difficult to support the costs of an aggressive government-backed agricultural export programme. The squeeze would have hit both even before this year had not been for the higher world grain prices that resulted in the past few years from the US droughts of 1988-89.

Mr Paul Dickerson, general sales manager for the Foreign Agriculture Service, said last week that the US Department of Agriculture had already spent \$364m of the \$425m in funding approved for the Export Enhancement Program for this fiscal year. The average wheat subsidy under the programme has risen to \$42 a tonne, up from \$17 in fiscal

1989. Without new money for subsidies, wheat sales in the final quarter would be hit hard, he said.

One congressman, Mr Dan Glickman of Kansas, wanted to go even further, providing \$50m over the next five years for the programme.

The US farm lobby has, notwithstanding, been solidly behind calls for an increase. US Wheat Associates warned that any failure by Congress to provide the additional funding "would result in reduced pressure on the European Community to adhere to a reasonable agreement in Gatt [the General Agreement on Tariffs and Trade] and force additional tonnage of wheat into US feed markets, which in turn would further reduce US maize

exports," which is typical across Europe.

Dutch farmers say they feel threatened by the several variations of the MacSharry proposals unveiled so far, but they are relatively confident that the ultimate reforms will not be as radical as first thought.

"The main outlines of the changes may stay in place, but even so, the actual measures themselves will probably be less heavy than we feared," according to Mr Klaas Dijkstra,

Dutch in firing line of EC cuts

Ronald van de Krol continues a series on responses to reform plans

ALTHOUGH THE Netherlands may be small by European standards, its farms are not. This basic fact goes a long way towards explaining why Dutch farmers are so opposed to proposals by Mr Ray MacSharry, the European Community's agriculture commissioner, for swinging the emphasis of Europe's expensive farm support programmes away from large, efficient producers in favour of small farmers.

Since 1980, about two-thirds of our farms have disappeared and been added to the one-third that remains. Now we may be penalised for having successfully carried out this process of restructuring," a spokesman for the Dutch farmers' organisation, the Landbouwerschap, says.

In Europe as a whole half of all farms have five hectares of land or less. In the Netherlands, only one in four farms

are that size. But even more important from the point of view of Dutch farmers is that their production rates are much higher than the European average, thanks to their harnessing of extremely intensive farming techniques.

This is especially true of dairy and livestock farming. Dutch dairy farms have an average herd of about 40 cows, twice the EC average, while pig farms are even more intensive, numbering 400 pigs instead of the 80 that is typical across Europe.

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Dutch dairy herds average about 40 cows, twice the EC level

a farmer who works 72 hectares of arable land on a plot in the former Zuider Sea, now called Lake IJssel.

Mr Dijkstra, who helped lead a series of bitter farmer protests against grain price declines in February 1990, says there is little willingness among farmers to stage a repeat of these actions, at least of the moment. Instead, they hope that memories of the blockades and traffic chaos caused by protesting farmers in 1990 will be enough to strengthen Dutch politicians' determination to ward off reforms of the EC's common agricultural policy that run counter to domestic farming interests.

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The major cotton growing states that have suffered a sharp setback in production are Punjab and Haryana in the north; Madhya Pradesh in the centre; and Karnataka and Tamil Nadu in the south. The exceptions are Maharashtra, which is set to harvest 2.3m bales against 2.02m last year, and Rajasthan, where the crop at 1.13m bales, will be higher by about 60,000 bales.

The circumstances may not permit the government to raise the export quota, but what has come as a big relief to Indian exporters is the liberalisation of cotton export rules. Firstly, the government has done away with the stipulation that registration of export contracts must be made within 30 days

of quota allocation. Secondly, the shipment period for the contracted period has been extended.

The government undertakings, co-operative bodies and private traders that participate in cotton exports are unanimous that liberalisation in export rules will allow them to secure better prices in the world market.

As India has opened the current cotton season with stocks of nearly 3.1m bales the total availability will be about 15m bales. Mill consumption is estimated at 11m bales, non-mill requirements at 12.4m bales and exports at 12.4m bales.

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Indian may cut cotton crop estimate further

By Kunal Bose in Calcutta

THE INDIAN cotton crop estimate for the 1990-91 season (September to August) could be reduced further to about 12m bales from the current level of 12.2m bales. That figure was itself the result of a sharp reduction from the record level of 15m bales (170 kg each) that was forecast at the beginning of the current season. The 1989-90 crop totalled 13.35m bales.

This makes it unlikely that New Delhi will sanction any further increase in the cotton export quota, which stands at 1.2m bales, in spite of the sustained campaign of the agricultural ministry for bigger production.

The two factors responsible for the recent price spurt are the possibility of an imminent downward revision of the crop estimate and shortages in market arrivals of new season quality cotton because of pest attacks and unseasonal rains. The quality of cotton grown in North India has suffered the most.

The current season has also witnessed improved inquiries from the industry following an overall increase in spindle utilisation and production of cloth and yarn.

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The government undertakings, co-operative bodies and private traders that participate in cotton exports are unanimous that liberalisation in export rules will allow them to secure better prices in the world market.

As India has opened the current cotton season with stocks of nearly 3.1m bales the total availability will be about 15m bales. Mill consumption is estimated at 11m bales, non-mill requirements at 12.4m bales and exports at 12.4m bales.

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Heavy trading fuels gains in shares

THE UK stock market outpaced other leading world markets yesterday as its response to the ending of hostilities in the Gulf was strengthened by a flow of favourable trading reports from blue chip UK companies. At best, London was 40 points ahead on the Footsie scale, but the gain was cut by nearly one quarter after Wall Street opened the new session on the downside.

Turnover increased dramatically, as measured by the **FTSE** reported total of 841.8m shares, only exceeded in recent times by the 1.05bn shares traded on Oct 8 in the aftermath of Britain's full entry into the European exchange rate system. However, yesterday's volume total was boosted by a double-counted deal involving 55m shares in Sedgwick as Transamerica Corporation, the UK conglomerate, reduced its equity stake from the British insurance broker from 39 per cent to 25 per cent.

The market opened 20 Footsie points higher as the termination of the Gulf war was welcomed in the City of London.

As well as removing a major uncertainty from the investment scene, the allied victory against Iraq turned attention to UK-based building and construction industry shares likely to

benefit from the rebuilding of Kuwait.

The upturn in share prices was quickly spurred by the eagerly-awaited trading report from ICI with the maintained dividend from Britain's blue chip chemical group warmly welcomed in the stock market. ICI's profits for the year were at the top end of City expectations while Glaxo, the pharmaceutical group also widely-held by institutions, turned in results above analysts' forecasts.

Led by substantial rises in ICI and Glaxo and a lesser gain in Barclays which also announced profits yesterday, the market advanced by 404 to a level of 2,388.4 on the Footsie at mid-morning. The upsurge was also fuelled by speculative trading surrounding the expiry of the February FTSE Index

options contract which has prompted an enquiry by the International Stock Exchange. The equity market came off the top fairly quickly and was then additionally discouraged by a fall of 10.88 Dow points on Wall Street during London trading hours. At the close, the FTSE Index stood at 2,360.9, a gain of 32.9 on the day.

The Footsie closed at its highest level since July 19 last year when the threat of conflict in the Gulf was first unsettling investors. Only a few days earlier in July, the market had recaptured the FTSE 2,400 mark which some analysts now see as the next hurdle to be cleared if the present bull phase continues.

Traders reported strong two-way trade yesterday as institutions and private investors showed confidence in the

outlook for share prices. Oil shares continued to move ahead as reports of the damage to Kuwaiti oil installations suggested that oil prices may benefit from reduced supply. Financial sectors found further support as the profits reporting season at the banks and leading insurance groups continued.

As so often in recent weeks, attempts by institutions to put new cash into equities were hindered by the general shortage of stock, which was also reflected in a high proportion of inter market dealings. But, with interest rate optimism in full spate again after this week's half point cut in UK base rates, and further encouraged yesterday by signs of lower rates in Spain, the London market closed on an optimistic note.

depends on its new drugs, and Sedgwick is heading towards being a blockbuster," he said.

Welcome for ICI

The market greeted ICI's much talked of final results by pushing the shares 31 higher to 1027p. Turnover was an above average 5.4m. There had been much talk of the company's dividend being in danger, in spite of analysts' assurances that there were no worries on those grounds for the 1990 figures.

Mr Charles Lambert at Smith New Court said ICI had put in "a confident performance" yesterday and that the accompanying statement was "less negative than some had feared". In addition, the balance sheet looked good and both ICI and analysts looked forward to a recovery in the second half of 1991.

Analysts and traders worked overtime to cope with the flow of results from composite insurers. Royal Insurance firms 12 to 457p in spite of a cautious reception given to the full year loss of £157m (£1.26m profit last time) from many analysts. Morgan Stanley rated the stock as sell, saying the company still had a weak balance sheet and there were doubts over whether it would be able to cover its dividend on 20 to three-year view. UBS Phillips & Drew, however, took a "neutral to lukewarm stance and remained a buyer."

The market took another look at General Accident's net asset values, published on Wednesday, and left the stock among the worst performers of the day in the FTSE 100. It lost 12 to 335p, making a two-day decline of 18. Traders reported some switching from GenAcc to Royal.

Figures from Eagle Star prompted buying of its owner, RAT Industries. Analysts said that after stripping out property losses, Eagle Star looked better than other composites. BAT climbed 13 to 675p.

Full year profits from Barclays, up almost 10 per cent at 2760m, pushed the shares 17 higher to 417p. Other clearers rose in sympathy with the exception of Lloyds, 4 lower at 386p. Lloyds, unlike its rivals, was ex-dividend on Monday and is thus less attractive to Royal.

Analysts said the results were much better than expected, "at least 20m above the highest forecast," according to Mr Martin Hall of UBS Phillips & Drew. He cautioned against too optimistic an interpretation, however, saying that the gains had come from investing its cash pile at high UK interest rates.

Mr Andrew Porter at Nikko warned that SmithKline Beecham's results next week would once again draw attention to Losec, a fast growing Swedish drug which competes with Glaxo and SmithKline's best sellers. This would reoccur on May 13 with figures from Losec's maker, Astra.

Mr Ian White at Kleinwort Benson took a more bullish line, concentrating on good performances from two new Glaxo drugs, Zofran, an anti-emetic, and Serenace, an asthma drug. "Glaxo's future

depends on its new drugs, and Sedgwick is heading towards being a blockbuster," he said.

Sedgwick stake placed

TURNOVER in Sedgwick, the insurance broker, reached 122m shares as Transamerica, the US financial conglomerate, cut its stake in the company from 39 per cent to 25 per cent.

The 56m shares were placed with domestic and foreign institutions at 225p by S.G. Warburg and Morgan Stanley. The brokers had paid 218.5p for the stock.

The original 39 per cent shareholding consisted in part of 'A' shares, having one quarter of an ordinary share's vote, issued to keep Transamerica's voting rights below the 30 per cent threshold at which it would have to launch a bid under UK rules. The tranche of shares placed have full voting rights and Transamerica said it would convert enough restricted voting 'A' shares to keep its voting power above 20 per cent. Sedgwick fell 6 at one point but halved that fall eventually to close at 224p. Analysts continued to trim their profits forecasts in the wake of results released on Monday.

Glaxo pleases

Glaxo rose spectacularly after the company revealed interim profits 6.4 per cent higher at 561.7m; analysts had expected profits to flat.

The shares were 71 ahead at one stage and finished at a new closing high of 974p for a rise of 58 on the day. Turnover at 5.9m was the heaviest this year.

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LONDON SHARE SERVICE

BANKS, HP & LEASING

BUILDING, TIMBER, ROADS

Contd

	Stock	Price	Yr.	Div	Cv	P/E	Yr.	Div	Cv	P/E	Yr.	Div	Cv	P/E
1	ENAGN Amre F15	123	-1	0.28%	1.5	1.5	1990/91	Stock	Price	Yr.	Div	Cv	P/E	
2	ENAGN Amre F15	124	-1	0.28%	2.1	1.5	1990/91	Hillier Grp	120	-1	1.0	2.0	1.5	1.5
3	ENAGN Amre F15	125	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
4	ENAGN Amre F15	126	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
5	ENAGN Amre F15	127	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
6	ENAGN Amre F15	128	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
7	ENAGN Amre F15	129	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
8	ENAGN Amre F15	130	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
9	ENAGN Amre F15	131	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
10	ENAGN Amre F15	132	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
11	ENAGN Amre F15	133	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
12	ENAGN Amre F15	134	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
13	ENAGN Amre F15	135	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
14	ENAGN Amre F15	136	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
15	ENAGN Amre F15	137	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
16	ENAGN Amre F15	138	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
17	ENAGN Amre F15	139	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
18	ENAGN Amre F15	140	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
19	ENAGN Amre F15	141	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
20	ENAGN Amre F15	142	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
21	ENAGN Amre F15	143	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
22	ENAGN Amre F15	144	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
23	ENAGN Amre F15	145	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
24	ENAGN Amre F15	146	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
25	ENAGN Amre F15	147	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
26	ENAGN Amre F15	148	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
27	ENAGN Amre F15	149	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
28	ENAGN Amre F15	150	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
29	ENAGN Amre F15	151	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
30	ENAGN Amre F15	152	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
31	ENAGN Amre F15	153	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
32	ENAGN Amre F15	154	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
33	ENAGN Amre F15	155	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
34	ENAGN Amre F15	156	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
35	ENAGN Amre F15	157	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
36	ENAGN Amre F15	158	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
37	ENAGN Amre F15	159	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
38	ENAGN Amre F15	160	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
39	ENAGN Amre F15	161	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
40	ENAGN Amre F15	162	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
41	ENAGN Amre F15	163	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
42	ENAGN Amre F15	164	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
43	ENAGN Amre F15	165	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
44	ENAGN Amre F15	166	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
45	ENAGN Amre F15	167	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
46	ENAGN Amre F15	168	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
47	ENAGN Amre F15	169	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
48	ENAGN Amre F15	170	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
49	ENAGN Amre F15	171	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
50	ENAGN Amre F15	172	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
51	ENAGN Amre F15	173	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
52	ENAGN Amre F15	174	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
53	ENAGN Amre F15	175	-1	0.28%	2.1	1.5	1990/91	145 Hillier Grp	120	-1	1.0	2.0	1.5	1.5
54	ENAGN Amre F15	176	-1	0.28%	2.1	1.5	1990/91</td							

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WORLD STOCK MARKETS

1:15 pm prices February 28

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

NYSE COMPOSITE PRICES

1991 **\$1.50**
High Low Stock Div. Yld. E 100s High
Continued from previous page

Continued from previous page																														
High Low Stock			Div. Yld. E 100s			Close Prev. Low Close Close			1981 High Low Stock			Div. Yld. E 100s			Close Prev. Low Close Close			1981 High Low Stock			Div. Yld. E 100s			Close Prev. Low Close Close						
17 11/4 Cuatex	0.48 0.03	81103	16 1/4	16 1/4	16 1/4	+1/4	365	291	StanleyWh	1.20 0.03	14 273	26 361	35 1/2	+1/4	181	14 1/2 UschComPty	1.24 0.08	40 113	15 1/2	16 1/2	10 1/2	+1/4	182	14 1/2 UschComPty	1.28 0.08	22 18	18 1/2	18 1/2	+1/4	
18 1/2 Cuatex Ch	22205	17 1/2	17 1/2	17 1/2	17 1/2	-1/2	245	204	Starmet	0.68 0.03	6 2	22	22	22	-1/2	183	8 1/2 UschComPty	1.28 0.08	22 18	18 1/2	18 1/2	8 1/2	+1/2	184	8 1/2 UschComPty	2.44 0.07	8 118	24 1/2	24 1/2	+1/2
14 1/2 CuatexD	817	13 1/2	13 1/2	13 1/2	13 1/2	-1/2	185	93	Stern Med	0.88 0.10	10	8 1/2	8 1/2	8 1/2	-1/2	186	30 UschComPty	5.84 0.08	10 423	10 1/2	10 1/2	10 1/2	+1/2	187	30 UschComPty	1.30 0.08	18 177	17 1/2	17 1/2	+1/2
13 1/2 CuatexP	182	15 1/2	15 1/2	15 1/2	15 1/2	-1/2	188	43	StigSh72.20	1.05 0.03	26	45 40	45 40	45 40	-1/2	189	14 1/2 UschComPty	1.30 0.08	18 177	17 1/2	17 1/2	17 1/2	+1/2	190	14 1/2 UschComPty	1.30 0.08	18 177	17 1/2	17 1/2	+1/2
22 1/2 Cuatex S	1.96 0.02	12 291	15 1/2	15 1/2	15 1/2	-1/2	191	74	StarChem	8.22 0.03	7	32	72	72	-1/2	192	6 21 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	17 1/2	+1/2	193	6 21 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	+1/2
77 1/2 Cuatex T	0.28 0.02	19	16	16 1/4	16 1/4	-1/2	194	53	StielFin	71	21	14	14	14	-1/2	195	7 15 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	17 1/2	+1/2	196	7 15 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	+1/2
11 1/2 Cuatex W	0.42 0.04	29	11 1/2	11 1/2	11 1/2	-1/2	197	26	StoneCo	0.72 0.05	98544	15 1/2	14 1/2	14 1/2	-1/2	198	7 15 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	17 1/2	+1/2	199	7 15 UschComPty	1.15 0.08	18 177	17 1/2	17 1/2	+1/2
7 1/2 Cuatex X	0.02 0.02	7 200	8 4	8 4	8 4	-1/2	200	57	Stonebridge	7 34	44	44	44	44	-1/2	201	7 14 UschComPty	1.20 0.08	18 177	17 1/2	17 1/2	17 1/2	+1/2	202	7 14 UschComPty	1.20 0.08	18 177	17 1/2	17 1/2	+1/2
8 4/5 Cuatex Y	0.42 0.04	115	10 1/2	10 1/2	10 1/2	-1/2	203	17 4	Storage En	0.20 0.11	11	5	72	72	-1/2	204	20 14 UschComPty	1.48 0.08	17 193	20 1/2	20 1/2	20 1/2	+1/2	205	20 14 UschComPty	1.48 0.08	17 193	20 1/2	20 1/2	+1/2
16 1/2 Cuatex Z	0.44 0.03	7 11	15	15	15	-1/2	206	23	Storage Tz	121657	27 2	27	27	27	-1/2	207	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	208	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
5 2/3 CuatexA	0.44 0.03	7 11	15	15	15	-1/2	209	23	Storage Tz	15 154	28	28	28	28	-1/2	210	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	211	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
19 1/2 CuatexB	0.44 0.03	7 11	15	15	15	-1/2	212	23	Storage Tz	120987	27 2	27	27	27	-1/2	213	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	214	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexC	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	215	23	Storage Tz	120987	27 2	27	27	27	-1/2	216	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	217	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexD	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	218	23	Storage Tz	120987	27 2	27	27	27	-1/2	219	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	220	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexE	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	221	23	Storage Tz	120987	27 2	27	27	27	-1/2	222	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	223	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexF	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	224	23	Storage Tz	120987	27 2	27	27	27	-1/2	225	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	226	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexG	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	227	23	Storage Tz	120987	27 2	27	27	27	-1/2	228	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	229	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexH	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	230	23	Storage Tz	120987	27 2	27	27	27	-1/2	231	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	232	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexI	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	233	23	Storage Tz	120987	27 2	27	27	27	-1/2	234	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	235	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexJ	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	236	23	Storage Tz	120987	27 2	27	27	27	-1/2	237	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	238	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexK	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	239	23	Storage Tz	120987	27 2	27	27	27	-1/2	240	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	241	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexL	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	242	23	Storage Tz	120987	27 2	27	27	27	-1/2	243	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	244	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexM	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	245	23	Storage Tz	120987	27 2	27	27	27	-1/2	246	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	247	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexN	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	248	23	Storage Tz	120987	27 2	27	27	27	-1/2	249	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	250	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexO	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	251	23	Storage Tz	120987	27 2	27	27	27	-1/2	252	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	253	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexP	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	254	23	Storage Tz	120987	27 2	27	27	27	-1/2	255	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	256	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexQ	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	257	23	Storage Tz	120987	27 2	27	27	27	-1/2	258	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	259	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexR	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	260	23	Storage Tz	120987	27 2	27	27	27	-1/2	261	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	262	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexS	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	263	23	Storage Tz	120987	27 2	27	27	27	-1/2	264	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	265	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexT	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	266	23	Storage Tz	120987	27 2	27	27	27	-1/2	267	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	268	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexU	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	269	23	Storage Tz	120987	27 2	27	27	27	-1/2	270	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	271	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexV	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2	272	23	Storage Tz	120987	27 2	27	27	27	-1/2	273	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	26 1/2	+1/2	274	26 24 UschComPty	1.50 0.08	17 193	26 1/2	26 1/2	+1/2
21 1/2 CuatexW	0.54 0.02	51 658	83 2/3	83 2/3	83 2/3	-1/2																								

NASDAQ NATIONAL MARKET

3:00 pm prices February 26

AMEX COMPOSITE PRICES

202 *Journal of Health Politics*, Vol. 31, No. 3, June 2000

AMER COMPOSITE PRICES

3:00 pm prices February 26

SWITZERLAND
700 Years

The FT proposes to publish this survey to celebrate Switzerland's 700th anniversary on 24th April 1991. 58% of Chief Executives of Europe's largest companies read the FT. If you want to reach this important audience, by advertising in this survey call Patricia Surridge on 071 873 3426 or fax 071 873 3079 or Nigel Bicknell, in Geneva, tel 022 7311604, fax 022 7319481.

AMERICA

Dow shrugs off end to hostilities in Middle East

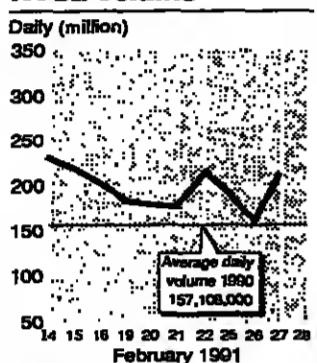
Wall Street

US EQUITIES shrug off the ceasefire in the Gulf and traded in a narrowly mixed range at midsession, writes Karen Zagor in New York.

At 2 pm, the Dow Jones Industrial Average was 8.66 lower at 2,880.45, although advancing issues led those declining by a ratio of four to three. The Standard & Poor's 500 was also lower, falling 0.76 to 366.91 at 1 pm, but the American Stock Exchange Index rose 1.67 to 344.64.

Shares in Ford Motor, which is increasing its cost reduction

NYSE volume



programme to \$3bn and expects to post a substantial loss in the first quarter, climbed 1% to \$324m in active trading. Other carmakers also moved higher, with Chrysler adding 1% to \$134m and General Motors up 1% to \$38m.

Wal-Mart fell 1% to \$35 in spite of improved fourth quarter earnings of 42 cents a share from 31 cents. Some analysts had expected 44 cents a share.

Dillard Department Stores also disappointed some analysts, with fourth quarter earnings of \$2.49 a share after \$2.43 a year earlier. The stock slid 1% to \$35.

Glaxo Holding added 1% to \$37.4m after posting a 6.5 per cent improvement in six-month pre-tax profits and boosting its dividend by 21.4 per cent.

Speculation that Cooper industries, which makes oil

service equipment as well as electrical and automotive products, might benefit from the rebuilding of Kuwait helped the company's shares rise 1% to \$50.

In the secondary market, profit-taking set in. At midsession, the Nasdaq composite was 0.44 higher at 451.26 after gaining more than two points earlier.

Sonic Corporation, which operates and franchises a drive-in restaurant chain, made its debut on the Nasdaq yesterday. It was the most active over-the-counter issue of the morning, trading at \$14 a share at midsession. An offer of 3.7m shares was priced at \$15.50 a share on Wednesday.

Cetus jumped 1% to \$12.1m after a federal jury upheld two of the company's patents against a Du Pont law suit for technology used in disease diagnostic tests and forensic analysis.

Cracker Barrel dropped \$1 to \$30. Late on Wednesday, an issue of 1.5m common shares was priced at \$33.4m.

LaserScope, a manufacturer of surgical laser systems, plummeted 4% to \$20 after an analyst at Alex. Brown in Boston reduced his investment rating on the stock because of uncertainty over order rates and increased competition.

Canada

STOCKS EASED from early highs in Toronto on profit-taking. The composite index gained 10.6 to 3,453.7 at midsession, after peaking at 3,465.66. Advances led declines by 246 to 197 on volume of 15.65m shares.

Canada's GDP figures for the fourth quarter were in line with expectations and had little effect on the market.

Gold shares posted moderate gains after Comex gold futures climbed. Placer Dome firmed C\$4 to C\$17, American Barrick rose C\$4 to C\$23 and Echo Bay gained C\$4 to C\$9.

Corona Corp class A shares fell 10 cents to C\$4.75 after 1990 earnings dropped to 2 cents a share from 6 cents.

ASIA PACIFIC

Ceasefire lifts Nikkei in improved volume

Tokyo

SHARE prices gained ground in heavy volume yesterday as the market welcomed the Gulf ceasefire. Investors were also encouraged by the overnight rise on Wall Street and the stronger yen, writes Emiko Terazono in Tokyo.

The Nikkei average, which opened at the day's low of 26,176.75, closed up 31.97 at 26,409.22. The index peaked at 26,623.67 in the afternoon and then drifted down on profit-taking. Volume doubled to 1bn shares from Wednesday's 500m, on buying by individuals and foreigners. However, most domestic institutions stayed away ahead of the fiscal year-end book closing.

All 36 sectors were higher, and advances led declines by 777 to 242, with 123 issues unchanged. The Topix index of all first section stocks added 24.95 to 1,960.32 and in London the ISE/Nikkei 50 index put on 2.24 to 1,513.79.

Some analysts feared that investors were starting to worry about interest rates. Ms Betty Wu at SBCI said that, after the market closed, there

were rumours of an imminent discount rate rise.

Stocks which could benefit from the reconstruction in the Gulf were featured. JGC, the plant engineering company, surged in the morning but ended Y50 down at Y2,580 on profit-taking. Sumitomo Metal, the day's most active issue, climbed Y45 to Y530 on news that it had received orders for seamless pipes from Kuwait. Trading in the stock was temporarily suspended on the Tokyo exchange as buyers overwhelmed sellers.

Nippon Light Metal, a leading aluminium producer, forged ahead Y54 to Y795 on hopes of increased aluminium demand for small cars. Sumitomo Light Metal advanced Y33 to Y708.

Petrochemical issues, which rose recently on lower naphtha prices, succumbed to profit-taking. Mitsubishi Petrochemical retreated Y30 to Y1,080 and Mitsui Petrochemical Industries fell Y24 to Y996.

In Osaka, the OSE average gained 235.85 to 23,992.00 on volume of 130.4m shares. Pharmaceuticals were widely sought on fundamentals. San-ten Pharmaceutical rose Y60 to

EUROPE

Hopes of contracts to rebuild Kuwait excite bourses

STOCKS of companies thought to have a chance of winning contracts to rebuild Kuwait attracted demand yesterday, following the news of the Gulf ceasefire, but profit-taking eased some bourses lower, writes Our Markets Staff.

Since the Iraqi invasion of Kuwait seven months ago, continental Europe has followed a similar path to Japan, recovering from the lows reached before the outbreak of war in January to stand about 15 per cent below the levels of early August (see chart). In contrast, the US has more recovered its losses, on the belief that the recession is nearing an end.

PARIS powered ahead with a 1.7 per cent rise as the CAC 40 index gained 22.77 to 1,759.75. In sustained heavy turnover of about FF13.7m, companies expected to benefit from the reconstruction of Kuwait dominated the market, but some dealers said the buying was overdone.

Thomson-CSF, the defence electronics company, jumped FF18.20 or 6.3 per cent to FF113.80 on hopes of orders for defence or air traffic control systems; Vallourec, the steel pipe maker, gained FF19.61 or 6.1 per cent to FF315; and Bouygues, the construction group, rose FF13 or 5.7 per cent to FF75.61.

Schneider slipped FF5 to FF73. Square D of the US

rejected the electronic equipment group's takeover offer.

AMSTERDAM ended higher in response to the end of the Gulf war. The firm-based market index closed 0.7 up at 89.2. Elsevier, the publishing group, bucked the trend. It came off a high of FI18.20 to close FI1.60 lower at FI17.89, on rising operating profit, which was in line with expectations, and a cut in its dividend, which came as a surprise. Its bearer shares lost SF40 to SF2,830, easing further in the after-market.

NMB rose 30 cents to FI43.30 and Nat-Ned added 70 cents to FI54 on the news that the campaign by VEB, the Dutch shareholders' association, to block the merger between the two had failed. Adiso, which had opposed the link-up, eased 10 cents to FI122.40.

ZURICH ended on profit-taking and higher interest rates. The Credit Suisse index slipped 1.0 to 539.5.

Ciba-Geigy was weak before announcing a fall in 1990 post-tax operating profit, which was in line with expectations, and a cut in its dividend, which came as a surprise. Its bearer shares lost SF40 to SF2,830, easing further in the after-market.

OMNI Holding was suspended at midsession, after its bearer shares had fallen SF40 or 5.9 per cent to SF142.09. Volumes rose to DM6.7bn from DM6.1bn.

Ericsson featured on hopes that it would win an order to

repair Kuwait's telephone network, after being asked to assess the damage. At the time of the invasion, Ericsson was installing a phone network in Kuwait valued at SKr300m.

The free B shares added SKr3

Friday March 1 1991

repair Kuwait's telephone network, after being asked to assess the damage. At the time of the invasion, Ericsson was installing a phone network in Kuwait valued at SKr300m. The free B shares added SKr3 to SKr2.

Free Bs in SKF, the ball bearing group, fell another SKr4 to SKr1 following disappointing results on Wednesday.

OSLO's all-share index rose 0.51 or 2 per cent to 474.83 in active trading worth NKr151m. Oil and shipping stocks were strong, with Saga Petroleum shares leaping NKr10 or 10 per cent to NKr110 and Bergen AS rising NKr6 to NKr136.

MADRID lost the early gains triggered by cuts in Treasury Bill interest rates. The general index closed 0.05 up at 364.18, after standing 3.15 higher.

ISTANBUL lost as interest rates rose. The 75-share index lost 18.95 or 3.2 per cent to 51,102.57 in turnover of TL238bn, up from TL229bn.

SOUTH AFRICA

GOLD SHARES were lifted by firmer bullion prices and a weaker financial rand. The all-gold index added 38 to 1,067, while Vaal Reefs up R10.50 at R191.50. The industrial index gained 9 to 3,218 and the all-share index firmed 36 to 2,803.

Greece

Athens general index 1300

1200

1100

1000

900

800

700

600

500

400

300

200

100

0

Jan 1991 Feb 1991

Source: Barra

Mr Spyros Kriticos, head of research at M. Kyriacos Securities, says: "There is no shortage of funding available for new entrants. A billion drachmas seems like peanuts now."

Athens, the world's second best performing stock market last year, seems to have fully recovered its exuberant spirit.

day the index closed at 1,291.72, up 33.45 or 2.7 per cent.

Mr Ilias Tsakatos of Value Securities says: "There is a vision of prosperity ahead once the Gulf war is over. It helps build the mood in the market that is ruled by psychology."

Closer to home, the European Community's approval of an Ecu2.2bn balance of payments loan to Greece reinforced confidence in the government's efforts to stabilise the economy.

Investors are also taking advantage of a Finance

RECRUITMENT

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JOBs: "Don't we expect above average performance?" Top pay, motivation and all that

"A framework for compensation grows out of what the partners in a corporation believe to be its purpose. A corporation is a voluntary association of people, primarily employees and stockholders, but also customers and suppliers, who share a common, long-term interest in the success of the firm. People enter into this association because they believe that can be more productive and successful working together toward common goals than working alone. When such partners are motivated by enlightened self-interest, they do not seek short-term gratification, but rather, guided by reason, they look for an integrated plan for long-term success and happiness. The interests of the employee and the company coincide, since the individual's long-term career goals can be achieved best when the business is strong and healthy."

It is a rarity these days to see the democratic ideal being applied to executive remuneration. But Ray Stata, chairman and chief executive officer of Analog Devices, a semi-conductor company, just might be giving vent to an ripe for debate.

The extremes of the 1980s have not only left a bad taste in the mouths of the general public, but investors and political leaders as well. The current mood is reminisc-

cent of that 50 years ago when President Franklin Roosevelt's administration to require companies in the US to make more information public about remuneration.

But today, anything, the consistency questioning the way in which top company executives may be rewarded, is causing a stir and influence. Indeed, in the UK at least, companies are busily recruiting non-executive directors to sit on their remuneration committees to give a semblance of objectivity to the pay determination process.

The quotation from Stata comes from an essay he contributed to a book published last month by the Harvard Business School Press*. More of Stata later, some of the other essays in the book make equally provocative reading and highlight, to this reader at least, some of the knotty problems surrounding executive pay.

Arch Paton, a former McKinsey & Company partner, provides a thoughtful analysis of the upwards pressures on executive pay in the 1980s. In his view, and his argument is compelling, that after inflation the compensation survey may

well be the most important ingredient in boosting executive pay.

"For example," he writes, "when a survey records a functional job in a \$150,000 to \$250,000 salary range, with many exceptions, the \$200,000 midpoint has been the major bottom line in the mind of the survey team ('don't we expect above average performance?'). This view almost automatically increases the pay of many executives. Furthermore, the survey uses job title as the measure of value, whereas the responsibilities of the position are the real yardstick."

But to Paton's mind the ubiquitous pay survey, while No 1 in his chamber of horrors, is just the beginning. He finds the "top down" approach to executive compensation inappropriate to today's world. It leads to pay inflation and a widening in the pay differential between the shop floor and the boardroom.

If US companies had adopted the Japanese system of pay - where the pay structure of a company is built from the bottom up - then top pay inflation would have been under better control and the

gap between the lowest and highest paid narrower.

The upwards pressure on executive pay has also been influenced by pay consultants. Here the problem is that the pay consultant, over time, can come to regard the executive's worth, than the company as his client; the consultant may also be under pressure to satisfy the client's desire especially where other consultancy may be at stake.

Paton makes the valid point that most chief executives are administrators. They are responsible for managing a company whose products and markets earlier executives had developed; moreover, most hold the helm for a few years.

The disinterested observer can hardly be blamed for believing that a problem exists and that the board of directors is the crux of the problem. Too many directors appear to act as part of top management rather than as monitors capable of and willing to reward and penalise management's performance in furthering shareholders' interest.

Paton raises some important questions for top managers especially directors, but what of pay

itself, does it lead to better corporate performance and does it really motivate? In his introduction to the book, Fred Foulkes, relates a stock tale of the 1950s.

A new manager is brought in to become the first for a performance contract. He sets out to recruit a fresh team of executives and pays them a lot of money. Profits rise, the shareholders are happy; the executives are well remunerated.

The problem here is one of cause and effect. Did the fatter pay packets lead to better corporate performance, or was it a function of having a new team at the helm? Foulkes can not answer those questions with certainty (and neither can this reviewer) and any pay consultant who claims that he or she can is probably telling you a lie.

After an exhaustive review of the evidence concerning pay and performance, George Milkovich and Bonnie Rubin, can find associations between pay and performance but no firm conclusion. The data they surveyed "do not allow us to say that executive pay levels determine corporate performance... Corporate pay levels affect performance, but what of pay

return links may act as incentives that affect executive behaviour, but studies do not prove it."

David McLaughlin attempts to answer the question, does compensation motivate executives? Although he goes slightly cynical in Artemus Ward's words:

"Although I have never sympathy for Artemus Ward's wretched cynical observation - viz. 'When a fellow says it's not the money, but the principle of the thing - it's the money' - he says that his work with some of America's leading companies shows him that there are many other important motivators of people than money."

"Motivation comes from within a person. The best a company can do is create an environment in which in which employees feel they can make a contribution and advance as far as talent and ambition will take them."

This takes us back to Stata and Analog Devices. His view of the company - which has more in common with the way the Japanese conceive of corporate governance - is that the traditional norm that companies set aside to enrich their owners. To Stata's mind, employees, customers and

suppliers also matter. Stata says there are two ways to evaluate an employee's contribution to a company: one is to focus on the value of the position filled; the other, is to focus on the value of the employee's personal contribution. At Analog, they try to do the latter; they also try to give as much weight to how tasks are achieved as to what results are achieved.

Analog believes in variable pay at all levels based on total company performance. Individual performance is rewarded through promotion and, depending on the level of the executive, stock options.

Stata claims that variable pay fosters alignment of individual and organisational goals and it acts as a cushion in poor times. During the down turn in the semi-conductor industry in 1985-87 Analog stopped paying bonuses for six quarters. That saved the company 8.2 per cent of its payroll which, if it made by job cuts would have meant 267 redundancies. Given the current economic climate, it seems like a good idea.

Executive Compensation: A Strategic Guide for the 1990s, edited by Fred Foulkes, EBZ Press, pp. 528, £75.

Simon Holberton

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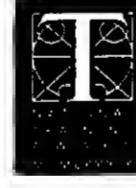
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Tel. 071-623 1266 Fax: 071-626 5259

Investment Manager**Far East Equities – Unit Trusts**

£40,000-£50,000 + attractive benefits

Our client, the well established and successful investment management arm of a progressive UK merchant bank, wishes to strengthen its fund management team by the recruitment of an additional London-based Far East Unit Trust Manager. The person appointed will be given specialist responsibility for the management of the firm's Japanese and other Far East Equity unit trust portfolios.

Candidates will have gained several years' unit trust management experience in both Japanese and other Pacific Basin markets and must be

able to demonstrate a proven track record of achievement with a reputable investment institution.

The Company enjoys an excellent reputation as a responsible employer and offers a competitive remuneration package which includes a car, mortgage subsidy and bonus. To apply, please write, enclosing a CV, to: LMR Recruitment Consultants, 1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW. All applications will be handled promptly and in strict confidence.

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INVESTMENT MANAGEMENT RESOURCES

A XEROX FINANCIAL SERVICES COMPANY

MCM supplies screen based financial information to some 1400 Currency and Fixed Income dealing operations worldwide, principally through the Teletype network. We are seeking a Junior Foreign Exchange Analyst and a Junior Technical Analyst to join our London based team.

JUNIOR FOREIGN EXCHANGE ANALYST

He or she will ideally have:

- A degree in Economics or Finance
- Some experience in a trading environment or financial institution
- Effective oral and written communication skills
- A high degree of team spirit

JUNIOR TECHNICAL ANALYST

The ideal candidate will have experience of the Foreign Exchange and/or the International Bond markets, and should exhibit the potential to understand technical analysis. The position would thus suit someone who has worked in a bank dealing room or who has a mathematical/statistics background. Clearly, the candidate should have good written and oral communication skills.

The right candidate will have an opportunity to rapidly develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance, please forward your CV to:

Malcolm Cook
McCarthy, Crisanti & Maffei Inc
7 Holyrood Street, London SE1 2EL
Tel: 071 378 7273 Fax: 071 357 7959

MCM

FOREIGN EXCHANGE DEALER

A small but active international bank is looking to recruit a foreign exchange dealer to supplement its existing team.

The ideal applicant will have a minimum of two years' experience in the London Foreign Exchange Market and will be under the age of thirty.

Salary is negotiable according to experience and the usual fringe benefits will apply.

Please submit your CV in confidence.

Write Box A390, Financial Times,
One Southwark Bridge, London SE1 9HL

ACCOUNTANCY COLUMN

David Waller congratulates his brother on becoming a chartered accountant

Partners may start being polite to you

Dear Rob, I hope you don't think it impersonal that I'm trying to contact you via the pages of this newspaper. It's just that I haven't been able to get hold of you - and thousands of other anxious accountancy students - heard your final exams last Friday. I checked the list of newly qualified chartered accountants in today's paper and your name is there! Well done!

Nearly three years of hard slog are over. True, you've got to get through the tail-end of the busy audit season, but it'll be much more bearable knowing that you won't have to spend your evenings slaving over the study-picks. And you'll notice a big difference in the attitude of the partners and managers. They'll probably start being polite to you for the first time ever. No more asking you to go and get the sandwiches: if you're lucky they'll soon be pleading with you to stay on.

An element of luck does enter into the equation this year. Rob, I know what the firm told you when they plied you with wine and canapés at that long-distant recruitment fair: all you have to do is qualify, and the world is your oyster. You were probably told that you could work in the office of your choice - even in the country of your choice - as a tax consultant, a human resources consultant or an information technology

consultant. You probably left with the distinct impression that, having qualified as a chartered accountant, you'd find someone to pay you a huge sum to stop being an accountant. Your natural charm, wit and sensitivity would guarantee you a job in general management, merchant banking or venture capital.

A brotherly word of warning. This is not a particularly good year in which to have won your spurs as an associate member of the Institute of Chartered Accountants. You might not have noticed when you were on your revision course, but the country is in recession. That is beginning to catch up with the accountants first, those wise-necked bohemians who reached their current size only the last ten years of Thatcher-inspired economic growth. Suddenly that growth has gone. Have a closer look at the partners' faces. Whenever I pay a visit to the firms' big new London offices, I note how gaunt and worried people are looking. The air of smug prosperity has vanished. It could easily be replaced by outright panic when the busy season is over. There'll be nothing for all those accountants to do, other than help bury increasing numbers of insolvent clients.

The recession has hit the financial services sector hard. Merchant banks just aren't recruiting in the same numbers that they used to: there aren't any takeovers. Nor are the venture capitalists; they're making people

redundant. Forget stockbroking. The corporate sector isn't much better. Big companies are feeling the pinch, too, and have cut back on the numbers of newly qualified accountants they're prepared to employ to do that glamorous corporate development work that I've heard you talk about. There is apparently quite a lot of demand for internal auditors, but you may feel that this is

All the interesting work which might have motivated you and your peers to stay in the profession has evaporated

even worse than being an external auditor. So what can you possibly do?

I had a word with a few recruitment consultants. Apart from telling me what a wonderful career you'd have in internal audit, the message was reasonably bleak. Worse in London and the south-east than anywhere else, better in the Midlands and the North.

"People just aren't interested in investing in potential," said one consultant. "Proven experience is what they are after". Another consultant

told me that your chances of getting a "line" job in industry - as a financial controller or a management accountant - could be better if you had qualified not as a chartered accountant but as a cost and management accountant. The letters CIMA (for Chartered Institute of Cost and Management Accountants) after your name might not be as up-market as ACA but they might get you a better job in today's climate at least. But it's not worth your while dwelling on that.

I mentioned that the firms are not in the best of health. Things aren't so bad that they're about to go bust, as some have done in the US. But there is no special work, and consultancy is in the doldrums. All the interesting work which might have motivated you and your peers to stay in the profession has evaporated.

The message coming back from the firms is that it's spite of this less exciting outlook, people aren't leaving in the numbers that they used to, either because they can't find the jobs they want to do or because they don't bother looking, content to stay in the relatively safe haven of an accounting firm.

The difficulty for the firms used to be to hang on to enough staff to keep the audit machine working and ensure a stock of future partner material. For the first time in a decade, the situation is the reverse: people just won't leave. The firms are, as it were, overstocked. Only one firm, Ernst &

Young, has taken the entirely sensible business decision of making a few dozen people redundant. I know for sure that others are going about the same thing in a thoroughly underhand way. They want to get rid of people, but don't face the public-relations problems of doing it all in one go. Instead, they are exerting pressure by not promoting people, holding salaries down - generally making life unbearable for those the firms want to leave.

One consultant told me that the very best candidates will have no difficulty in finding the job of their choice. The very best will be mollycoddled by the firms given what little interesting work there is left to do. But you have to know what it is you want to do. I hope you are not one of those who drifted into accountancy because you wanted to defer a difficult decision about your future. I don't think the experience you get as an articled clerk expands your horizons. You end up qualified and just as undecided as you were before. The only choice you face is a choice of different accounting jobs.

If I were you I'd learn Czech or Hungarian. Eastern Europe is likely to be one place where newly qualified accountants are valued this year - so long as they speak the language. Meanwhile, please get in touch when you recover from what's bound to be a monumental hangover.

All the best, David.

ACCOUNTANCY APPOINTMENTS

Group Taxation Manager

A multi-million pound UK group is experiencing significant and dynamic change, including the formation of a new senior management team. Arising from this restructuring and re-vitalizing process is the need to appoint a senior taxation professional.

With effective tax planning as a core component of the job, the Group Taxation Manager will manage and develop a small team in all elements of group tax accounting, VAT and payroll tax provision. In the medium term the focus of the role will shift to the management of tax strategy, especially in the context of property transactions, acquisitions, disposals and corporate restructuring.

As the appointee will be the most senior taxation specialist in the group, candidates must be graduate ACAs who offer relevant taxation experience which has been gained either within a major firm of chartered accountants at a senior level or in commerce. The preferred age range is 30-35.

ERNST & YOUNG

Since the role offers the challenging prospect of joining a management team in its formative phase of development, career development prospects are first class. The remuneration package includes a generous performance related bonus scheme and, as appropriate, a relocation package.

To be considered for this important position please send your curriculum vitae to Nicolas Mabin, Ernst & Young Corporate Resources, One Bridewell Street, Bristol BS1 2AA, quoting ref: NM310. (Initial interviews can be held in Bristol or London.)

SENIOR TAX ADVISOR

South West of London

To £45,000 plus car and benefits

Our client is the British subsidiary of a worldwide, integrated hydrocarbons based company. It has been active since the search for oil and gas began on the UK Continental Shelf more than twenty years ago, carrying out an aggressive exploration programme and a production strategy encompassing both operated and non-operated field interests.

As a Senior Tax Advisor, you will provide top management with high level UK tax planning and advice in respect of a number of areas including PRT, acquisitions

and divestitures, unitisation and re-determination of field interests.

A minimum of five years' experience is required. It is a role which will enable you to broaden your commercial exposure and allow you to maximise opportunities for career and personal development.

For further information, please contact Vivien Bass on 0483 740810 or write to her enclosing a C.V. at Templeton Pijnacker, Helford House, Hook Heath Road, Woking, Surrey GU22 0QE. Fax no: 0483 770729.

TEMPLETON PIJNACKER

EXECUTIVE SEARCH & SELECTION

College Secretary/Head of Finance

Aberdeen £30,000

Robert Gordon's College is one of the leading independent schools in Scotland with a total of over 1,100 pupils in the Junior and Senior schools. Currently embarking on a significant development programme to take the College into the 21st century, it now seeks a strongly financial and business orientated College Secretary.

Working closely with the Headmaster and Board of Governors in this new post you will have responsibility for all financial and administrative matters relating to the College's activities. You will also act as Secretary to the Board of Governors.

Aged in your late 30s to early 50s and probably a qualified accountant, you must have extensive experience of managing a finance function and you will be strongly commercial. Sympathetic to independent education, you should be forceful, yet diplomatic, and must be a good communicator.

Please send full personal and career details, including daytime telephone number, in confidence to Monica Smith, as advisor to the College, of Coopers & Lybrand Deloitte Executive Resourcing Ltd, 32 Albyn Place, Aberdeen AB1 7YL, quoting reference S202 on both envelope and letter.

ASSISTANT CONTROLLER - COST

Surrey

With the emphasis focused clearly on quality, this hi-technology manufacturing organisation has enjoyed a decade of continued growth and profitability. Forming part of a major US multinational Group their market penetration covers Europe, the Eastern Bloc, Africa and the Middle East. Current turnover exceeds £500m and they employ over 6000 staff.

Expansion of their various operating units has created the need to appoint a first class Accountant to assist the European Controller.

The role will involve all areas of product cost analysis, pricing policies, systems implementation and financial control. Extensive contact with senior management throughout their operating units will be a main feature of the position.

The successful applicant will have a formal accounting qualification and/or

£40,000 + car + benefits

business administration degree and will have first class experience of directing and running a cost accounting function.

Exceptional analytical and communicative skills are vital. Considerable travel is envisaged. Strong preference will be given to candidates who have a second language (especially Spanish).

Long term career opportunities exist group wide and will be limited only by personal ability. Age will not be a limiting factor in this appointment as relevant experience and the ability to meet the various standards that have been set are more important.

Interested applicants should telephone Simon Hewitt on 071-437 0464 (fax 071-437 0597) or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464 Fax: 071-437 0597

career stepping stones

COMPUTER AUDIT

c\$30,000
+ finance sector benefits

Our client is one of the world's largest and most prestigious financial services groups. Increasing automation of its substantial and continually growing operating divisions and their varied IT requirements create exceptional challenges and career development opportunities for young accountants.

As an entrée to the group, you will join a small high profile London based team undertaking incisive analysis and appraisal of financial and operational controls and risks. These hands-on projects will include investigations at the behest of the Chief Executive and, covering all aspects of the group's extensive businesses, will enable you to play a pro-active role in shaping the group's future. They will provide unrivalled experience and scope to enhance and demonstrate analytical and reporting skills.

Well proven career stepping stones, these are ideal first moves from the profession. Applicants should be qualified accountants with specialist computer audit experience and the potential to progress either within this team or into financial or systems management roles within the group.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/964/F.

MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

COMPANY SECRETARY

Negotiable around £35-£38,000 + Car + Bens

Our client is a well established Plc engaged in multi-site distribution throughout the country. Turnover is currently c£65 million.

They wish to recruit a Company Secretary to report directly to the Main Board.

Responsibilities will be for the broadest range of statutory, personnel, property and administration matters associated with a listed company of this size.

Applicants should be aged 35-45, possess a relevant professional qualification and have a proven track record in a similar function with a Plc, together with all round commercial knowledge.

Of equal importance are strong interpersonal skills and computer literacy.

In addition to a competitive salary the remuneration package includes Executive Car, Non-Contributory Pension, Private Medical Scheme and Profit Share Incentive Scheme.

Interested applicants should write enclosing a CV together with current salary details and daytime phone number to ALLAN MARKS at MARKS SATTIN LTD, Bewley House, 2 Swallow Place, London W1R 7AA.
Quote Reference: AM/689.

Marks Sattin
ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

10/31/89 15/5/90

Financial Analyst



C. London

WARNER MUSIC
INTERNATIONAL

c£30,000

WARNER MUSIC INTERNATIONAL, with a turnover approaching \$1.5 billion, operates through over 30 affiliates with major markets in Europe, Australasia, and the Far East. A sample selection of artists recording under various company labels includes Madonna, Phil Collins, Prince and Chris Rea.

You would join a small, highly skilled department whose role is to provide a comprehensive Financial Service to senior management, and guidance and support to subsidiaries. You would be responsible for your own particular geographical group of subsidiaries with whom you would be expected to build a strong working relationship in making financial disciplines a constructive business tool. Your role will include performance monitoring, results interpretation, budget preparation, forecasting and consolidations, together with ad hoc investigations and projects.

This is an appointment with a very high profile international organisation that should be attractive to qualified accountants in their mid 20's who are keen to acquire the kind of experience that will equip them for future senior management careers. Your experience to date may have been gained either within the profession or in an analytically based role in a company. The selection process will concentrate on identifying those who combine strong technical ability with a set of personal qualities that must include self motivation, initiative and creativity in problem solving.

My client offers a comprehensive range of competitive employment conditions and in addition to salary there is an attractive bonus scheme.

Applicants of either sex should apply in confidence, to Michael Johnson on (0962) 844242 (24-hour service) Fax No. (0962) 841998 or write to Johnson Wilson & Partners Ltd, Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref: 218J.

Johnson Wilson & Partners
Management Recruitment Consultants

GROUP FINANCE DIRECTOR

BASINGSTOKE NEGOTIABLE + CAR + FULL BENEFITS

The Solutions Group is an innovative and highly successful computer software house and consultancy with clients ranging from City Institutions to Specialist Reinsurance Companies, Investment Groups and Commerce. Growth has and continues to be both rapid and profitable and the Group is poised for further expansion in both the UK and Europe.

Reporting to the Managing Director, the role of Finance Director is wide ranging and plays a key role in the future growth and financial development of the Group. The position has prime responsibility for all financial and management accounting procedures, with a strong emphasis on planning and forecasting and the control of the Group's finance and reporting functions, as well as participation at Group presentations and the initiation of system developments.

You will be a qualified accountant with sound financial and commercial acumen and experience of the computer industry. Equally important are the personal qualities which must include a pragmatic approach, organisational ability and judgement combined with the excellent communication skills necessary to develop the function effectively in line with business needs.

The salary agreed will be negotiable and a comprehensive benefits package is available.

Please write enclosing a comprehensive curriculum vitae to Mr K J Lyons, Personnel Manager, Financial Solutions Limited, Dextra Court, Chapel Hill, Basingstoke, Hants, RG21 2SY.

FINANCIAL CONTROLLER

Cambridgeshire

c £35K + car + bonus etc

Our Client, part of a successful British based International Group, specialises in custom thick film hybrid micro-circuits, for both the Commercial and Defence sectors. The company is in a growth phase with a young, ambitious management team.

Reporting to the M.D., whoever is appointed will be a qualified accountant (probably ICMA) with substantial experience gained in a manufacturing environment including batch production. Possessing good man-management and communication skills and literate in computer/systems he/she will have experience of asset control, financial management and statutory accounts together with substantial experience of costing systems. M.O.D. accounting experience would be an advantage.

It is expected that the right person, probably in the 35 to 45 age group will have the maturity, stature and business acumen to contribute not only on the financial front but also on overall business strategy.

The remuneration package includes a competitive salary, company car, significant bonus, good pension and private health schemes and relocation assistance where necessary. Career progression opportunities are excellent. If this opportunity interests you, please write with full career details to:

Dirk Degenhart (Ref: FC 1003), Dirk Degenhart & Partners Limited, Swan Centre, Fishers Lane, London W4 1RK.
Tel: 081-994 1331 (office hours) 081-994 2157 (evenings and weekends).
Fax: 081-994 9288 (24 hours).

The Top Opportunities Page

Appears in the Financial Times every Wednesday

For further information please contact

Stephanie Spratt 071-873 4027

Elizabeth Arthur 071-873 3694

Europe, Africa, Asia

Major US multinational seeks next generation of financial managers for subsidiaries throughout Europe and worldwide

This company has manufacturing operations in most European countries. With 40,000 employees in this region and sales of US\$3.5 billion — opportunities for achievers are unlimited.

The European Audit team is seen as the priority route for promotion into these roles. It has 15 members, drawn equally from public practice, industry and commerce. This active policy of Internal Advancement has resulted in several promotions to middle and senior management (line functions) in the last year. Due to a recent promotion, they now seek a:

Regional Audit Manager — Designate

BRUSSELS

US\$80,000

TAX EFFICIENT
PLUS BENEFITS
PLUS CAR

Based in Brussels, and reporting initially to the Regional Audit Manager, you will be responsible for supervising professionals in the conduct of financial and operational audits, as well as assisting in the management of the European regional office, including budgeting, scheduling, training and recruiting.

Candidates should be graduate Chartered Accountants or hold an MBA degree, aged 30 to 36, and have experience of both auditing and line management. Fluency in English and at least one other language, along with a willingness to travel (40% content), are required.

This is a high profile appointment, dealing with top-level international management. Remuneration will include an excellent tax efficient salary and a fully expensed company car.

Operational/Financial Auditors

Based in Brussels, you will join a young, dynamic and international team which answers directly to the USA. Reporting to an Audit Manager, you will immediately commence work on financial and operational audits and ad hoc assignments.

Qualifications required include:

- a university degree and/or accounting qualification.
- at least 3 years relevant financial experience.
- fluency in English. Other language ability would be an advantage.
- mobility. Prepared to travel 75% (return to base at weekends).

You will be dealing with top international management. Having already demonstrated success nationally, you will be looking to progress to the international arena, where the rewards for success are outstanding.

NICHOLSON
INTERNATIONAL

Venture Capital

Grosvenor Venture Managers is a leading independent company, with a substantial and highly successful investment portfolio.

- **RESPONSIBILITY** is to a Main Board Director for active involvement in the investment process from initial marketing, through analysis and investigation to negotiation and performance monitoring.
- **THE NEED** is for a qualified accountant aged between 27 and 35, with commercial acumen and a record of relevant experience in venture capital or perhaps corporate finance or the professions. Initiative, opportunism, pace and a sense of priorities are key characteristics.
- **COMPENSATION** up to £50,000 plus carried interest.

Write in confidence, enclosing Curriculum Vitae and quoting reference: 7366/FT to:

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone: 071-580 6113, Fax: 071-631 5317

A DIVISION OF TYZACK & PARTNERS

FINANCE DIRECTOR

International Scope

£45,000 + high bonus + car

Fast expansion by acquisition and organic growth is the keynote for this major division of a large household name and UK based PLC. From headquarters in the East Midlands the divisional executive team has been tasked with the worldwide development of a business supplying consumer goods. The nature of the role will ensure excellent wide ranging experience in a Group committed to quality.

The divisional Finance Director will play a pivotal role in reviewing, communicating, and advising on performance throughout the division. This involves ensuring that a well developed control and reporting infrastructure is in place in all profit centres. As a member of the divisional executive team, the appointee will evaluate new and existing business opportunities both in the UK and overseas and provide advice on the financial implications of available options.

The candidate sought must be able to apply their

financial skills to the commercial advantage of the business. This will require first class interpersonal skills combined with a proactive approach to both problem solving and the review and presentation of financial information. Aged late 20s to mid 30s, they will be qualified accountants with ambition, drive and a willingness to travel.

As the division grows, there is the prospect of both working overseas and moving into general management. Being a performance oriented business moreover, remuneration includes high bonus potential.

Please reply in confidence, giving concise career, personal and salary details to Michael Fahey quoting Ref: L565.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD

EGOR
EXECUTIVE
SELECTION

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain · Sweden

FACULTY CV'S
for professionally written
curricula vitae. Established 1983.
Literature available on:

071-233 5560/61

12 Eccleston Square, London SW1V 1NP

Joyce 15/5/91

Financial Director

Essex

c £33,000 Base + Bonus + F/X Car

The company is a major subsidiary of a leading engineering PLC manufacturing capital goods. Turnover is £30m of which 70% is exported.

This is a Board appointment, reporting to the Managing Director. You will be an integral part of the company's top management team and contribute significantly to Board level decisions. You will assume responsibility for the finance function and data processing, as well as company secretarial duties.

You will be a qualified accountant, preferably aged 35-45, with substantial manufacturing experience. Knowledge of stock control techniques, standard costing and systems

development will be a major advantage. You should have drive, determination and self-confidence and you will be expected to make a creative commercial input.

There is an attractive remuneration package which will include a substantial bonus element, and relocation expenses if appropriate.

Please reply in confidence, giving concise career, personal and salary details to Tina Shortman, Ref. GLO/252, Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berks SL4 6BW.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Price Waterhouse



EXECUTIVE SELECTION

UK Taxation Manager

£55-60k plus bonus Thames Valley

Focused, acquisitive, international and highly profitable - this UK based group has earned its reputation for being one of the dominant players in all its key fields of operations.

Leading a team of two professional staff, and reporting to the Group Director of Taxation, your prime task will be the optimisation of the Group's UK tax position. Such a role will focus, in particular, on the formulation and implementation of UK taxation strategy, having given due regard to all pertinent commercial factors. In addition, the Group's annual tax and year end programmes are especially complex, and their

efficient and effective management is a high priority.

A positive approach to tax planning, proven technical and management expertise, a strong accounting bias, and the consequent professional and personal credibility are critical foundations for success. ACA/ATII are desirable. In return, this will be an intellectually demanding and high profile role within an achievement-oriented environment. As such, it is both an ideal move for a senior manager within the profession, and a step-up for the ambitious commercial tax advisor already in commerce/industry.

The remuneration package, including bonus, fully expensed car and other senior level benefits, reflects the high level of commitment and energy that the Group requires. To pursue this further, either telephone Hamish Davidson for an informal and confidential discussion, or write to him quoting reference H/1138/FT.

Executive Selection Division
Price Waterhouse
Management Consultants
Million Gate
1 Moor Lane
London EC2Y 9PB
Tel: 071 939 6312
Fax: 071 638 1358

c. £50,000 package

Retailing

North East

Finance Director

A well established Northern stores group, part of a successful listed retail plc, requires an experienced finance professional to develop financial management and computer systems. Current turnover is in excess of \$40 million. Outstanding opportunity directly to improve profitability and performance in a thriving business and play a key role in the realisation of substantial expansion plans. Significant career opportunities.

THE ROLE

- Provision of accurate, timely management information to improve control, decision making and working capital management
- Upgrading accounting and MIS systems. Forging close links with senior operating management and developing the central accounting team.
- Member of subsidiary board determining future strategy to include organic and acquisition growth.

London 071-973 0839
Manchester 061-941 3818

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref F2191 20L
16 Connaught Place,
London W2 2BD.

Assistant Group Treasurer

Nottingham

To £45,000 + Benefits + Car

The Boots Company PLC is one of the top 30 UK companies by market capitalisation. The Group's recently expanded retailing activities are well known, but a third of profits come from the manufacture and marketing, world-wide, of consumer goods, ethical and OTC pharmaceuticals. There is a substantial UK property portfolio. There are operating subsidiaries in some 20 countries.

The Treasury Department, reporting to the Group Finance Director, is responsible for all treasury matters throughout the Group. The size and diversity of activities provides exposure to a wide range of interesting problems and plenty of opportunity for an able person to add

The Boots Company PLC

An equal opportunity employer

value to the business. The Assistant Group Treasurer will be involved in all aspects of the work and will deputise for the Group Treasurer.

Candidates should be well qualified graduates, with at least 5 years' recent responsible experience of treasury work in a major UK based multi-national group. Professional competence must be coupled with the management skills and personal qualities necessary to influence thinking and action within the wider organisation.

Please write enclosing a comprehensive CV to: John Muncey, Director of Development (Group Personnel), The Boots Company PLC, Head Office, Nottingham NG2 3AA.

Exceptional Young ACA

Yorkshire

Our client is an autonomous, highly profitable subsidiary Group of a renowned multinational engaged in the manufacture and marketing of a diverse range of fast-moving consumer products. The Group, which has manufacturing sites in the UK and Europe, has undergone significant change and is now poised to exploit the opportunities presented in world markets.

They now seek to appoint a high calibre Chartered Accountant to assume full responsibility for the finance function of the business. Initial emphasis will be placed on improving the quality of management information systems, with an ongoing brief to participate fully in the management of continued profitable growth both organically and through acquisition.

c £35,000 + Car + Benefits

Candidates, aged 30-35, will be graduate Chartered Accountants who can demonstrate not only strong technical ability, but also first-class interpersonal skills and the leadership qualities required to succeed in this dynamic environment. Significant exposure within a manufacturing operation is considered essential for success within this role. Career prospects are excellent and a comprehensive benefit package including full relocation facilities is available.

Interested applicants should contact James J. Russell, quoting Ref. L8550, at Michael Page Finance, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. Tel: (0532) 450212.

MP
Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Financial Controller

Up to £35,000 + Car

London

Our client, part of a major worldwide group, plans to build a substantial International business from an established UK base, which itself has great potential for growth.

Reporting to the MD, you will provide a senior accounting service for the UK and, in due course, continental Europe. Main responsibilities will be to maintain and improve financial controls, review performance through providing financial and management

information, contribute to strategy and advise on taxation and other financial matters.

You will be professionally qualified and have at least five years' experience of finance, taxation and strategy in a large international company.

Please write in confidence - giving full career and salary details, to: Ian Simons, Ref: 27012, MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL.

MSL International
CONSULTANTS IN SEARCH AND SELECTION

ROBERT HALF
Financial Recruitment Specialists

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INVITE YOU TO A BUSINESS BREAKFAST EFFECTIVE TIME MANAGEMENT

THE GRAND HOTEL,
BROAD STREET, BRISTOL,
ON THURSDAY 14TH MARCH 1991
8.30am - 9.30am

The talk will be given by Roy Brighton, a Director of Time Management International, who will cover:

- Balancing day-to-day demands with meeting long-term goals.
- How to gain overview and control.
- Making more effective use of your time.
- Effective use of your diary.
- Handling "Time Stealers".
- Managing the desk.

Roy Brighton is a Director of Time Management International: perhaps the world's best-known training organisation recognised in 35 countries for its range of personal and corporate development programmes.

An Accountant by profession, he became one of the two founder members of the company in 1978 with his main responsibilities encompassing TMI's sales, marketing and public relations functions.

Before joining the company, he worked for 15 years within the computer industry, having previously worked as Revenue Accountant with the British Transport Commission.

Roy Brighton regularly lectures both in the UK and abroad.

(Places at the breakfast are strictly limited).
If you wish to attend, please write to Jackie Bressington at Robert Half, Freepost, 33 Wine Street, Bristol BS1 2QX. Telephone: 0272-252572.

HUMBERSIDE
TEC
Success through people

Finance Director

£45,000 + car

Our client, Humberside Training and Enterprise Council, is a newly formed, independent company established to provide training under Central Government programmes and locally generated initiatives, run by an energetic management team committed to realising the TEC's vision for the community of Humberside.

- Uniting local businesses and individuals in the community, the potential for success is considerable, maximising the use of funding provided by Government and other sources to build the skills and effectiveness of the local workforce.
- At a time of exceptional challenge and in line with the strategic plan, the Managing Director seeks to strengthen the executive Board by recruiting an innovative Finance Director who will take full responsibility for financial management. A demanding task, combining commercial and public sector financial procedures.

■ The ideal candidate, a qualified Accountant with wide commercial experience, will have already demonstrated the

ability to operate in a senior financial position at strategic level whilst retaining the capacity and preparedness to be a 'hands-on' manager with a strong team management style; someone with the personal authority to deal with people from all areas of industry and the local community.

■ Interviews will be held in our offices in Hull and Manchester.

■ Applications should be made in writing with a full CV and current remuneration package, quoting reference F/8224, to Julie Meakin, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AW.

ERNST & YOUNG

1st May 1991

Group Finance Director

Quoted British Services Group

To £70,000 package

Our client has grown rapidly into a sophisticated and successful Plc. An experienced hands-on finance professional is now needed who can implement the tight financial and treasury controls necessary to underpin its future development.

THE COMPANY

- ◆ Dynamic quoted British Plc with 15 transportation, distribution and civil engineering subsidiaries.
- ◆ Record of profitable growth from £5m to over £100m turnover in 7 years.
- ◆ Strongly managed from lean Head Office.

THE POSITION

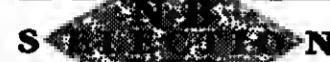
- ◆ Top group finance role; reporting to Chairman and CEO with experienced team.
- ◆ Develop and implement tight financial controls and treasury management appropriate for a major Plc.

◆ Emphasis on tough cash management and making assets work. Contribute to strategic development.

QUALIFICATIONS

- ◆ Qualified accountant with extensive experience from large group. Age open.
- ◆ Strong background in both financial control and treasury risk management. Creative approach.
- ◆ Positive, diplomatic and energetic personality to lead team and get results from operating companies.

Please write, enclosing full cv. Ref BK0936
NBS, Bennetts Court, 6 Bennetts Hill,
Birmingham, B2 5ST
021 233 4656



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Accounting and Finance Manager

c.£40,000 + two cars

Nissan Motor Company plans to establish its own dealer network, operational from early 1992. Nissan is dedicated to providing the highest quality in all its services, from dealer support to customer service.

Now, Nissan is seeking an Accounting and Finance Manager to take responsibility for setting up and ensuring the smooth operation of accounting, financial and treasury services.

This means that you'll be involved in a wide range of activities - controlling the company's financial affairs, producing statutory accounts, monthly management accounts, dealing with audit requirements and handling corporate tax affairs. Additionally, you'll produce medium and long term financial forecasts, and cash flow plans.

A qualified accountant, you should be educated to degree level and be aged between 35-45. You should also be able to demonstrate

London Based

career success as an accounting and finance manager, ideally in the motor sales industry or a trading house, and preferably have experience of setting up new computerised accounting and internal management systems.

This is an excellent opportunity to demonstrate your talents and capabilities in an environment which quickly recognises and rewards success. The attractive salary and benefits will fully reflect the importance placed on this appointment. Generous assistance with relocation will be provided, where appropriate.

Please write with full career details and current salary package, quoting reference FT2163 to our consultant, Jim Ranger, MSL International (UK) Ltd, 32 Aynbrook Street, London W1M 3JL. All applications will, of course, be treated in the strictest confidence.

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Our client is seeking to appoint additional Corporate Finance Executives to work in transaction teams on a wide range of assignments including both domestic and international deals.

Candidates, who are likely to be qualified accountants, must be self-starting, resilient and flexible individuals who can work on several projects at once. They should be able to demonstrate an early potential for creative thinking to assist in transaction work and to contribute to developing the client base. Personality and

professional skills will be needed in order to gain the respect of both senior client company executives and colleagues within the department. Age range 24-28.

For further information and a confidential discussion contact Howard Foster on 071-387 5400 (evenings on 0727 55639) or write to him at Financial Selection Services, Drayton House, 30 Gordon Street, London WC1H 0AN.



FINANCIAL
SELECTION SERVICES

DRAYTON HOUSE, GORDON STREET, LONDON WC1H 0AN. TEL: 071-387 5400. FAX: 071-388 0857



Financial Adviser to £31,500

We seek an ambitious Accountant for our Central London offices who is keen to broaden professional skills in a wide range of financial areas and ready to develop an ability to contribute to policy formulation. The successful candidate will be able to demonstrate a commercial approach and will have the communication and interpersonal skills needed to act as internal consultant to the Ministry and its Executive Agencies at senior levels.

You must be a member of CACA, ICA, CIMA or CIPFA and have a successful track record in the private or public sector, and the ability to lead a small but dynamic Ministry team. The appointment will be for a five year term, with the possibility of extension or permanent appointment.

Performance related salary increases are available to £34,000. There is a non-contributory pension. This post provides an excellent opportunity to play an influential role in the development of financial systems in a major government department. It offers good prospects for advancement.

Interviews will be held in London on 16 April 1991.

Please submit your CV providing full personal and career details, including current salary and the names of two referees by 21 March to Mrs Lindsay Harkett, Ministry of Agriculture, Fisheries and Food, Room 417, Victory House, 30-34 Kingsway, London WC2B 6TU. Further information concerning the post and how it fits into the work of the Ministry are available on request.

The Ministry of Agriculture, Fisheries and Food is an Equal Opportunities Employer.

FINANCE DIRECTOR

c.£30,000 + car

Northern England

The company, recently acquired by a major international group, designs, manufactures and distributes engineering products. With some 400 employees and turnover of approximately £15 million, the company is profitable and a leader in its field.

The Finance Director will report to the Managing Director locally, and to the Divisional Controller. Heading a small department, he will be responsible for introducing modern systems of reporting, including data processing.

Candidates, who are likely to be aged 30-35, should be qualified accountants with industrial controllership experience. An understanding of group procedures is also required.

Please write, enclosing cv, to The Executive Selection Director, Nicholas Angell Limited, 11 Waterloo Place, London SW1Y 4AU. Fax: 071 925 2369.

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Jennifer Hudson

071 873 3607

Richard Jones

071 873 3460

Teresa Keane

071 873 3199

Financial Controller

Top management level appointment
with significant career opportunities

c.£30,000 + Car

My client, the subsidiary of a major multi-national company, is an established name within its industry sector with a well deserved reputation for technical innovation and product quality.

Following an internal promotion, they are seeking an individual to head the finance function and to assume the role of Company Secretary. You will be responsible for directing and managing all aspects of the finance department to ensure that the company has the necessary controls and information to enable it to achieve its business objectives.

We would like to talk to individuals, probably in their late twenties or early thirties who can demonstrate a successful track record within finance in batch manufacturing businesses. You will be qualified but most importantly bring more than just technical ability to the role. We will also be seeking evidence of well developed management skills and a practical, solutions orientated approach to financial management.

Success in this role will lead to more senior opportunities within a group which sets a high value on career development.

Applicants of either sex should apply in confidence, to Bob Wilson on (0962) 844242 (24-hour service) Fax No. (0962) 841998 or write to Johnson Wilson & Partners Ltd, Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref: 408W.

Johnson Wilson & Partners
Management Recruitment Consultants

Part of a major European Bank, this company is one of the fastest growing small ticket finance organisations in the UK. The environment is particularly challenging so excellent commercial judgement will be a crucial factor in this highly visible role.

Reporting to the Operations Director, the position will have a diverse and wide ranging brief. Prime responsibilities will encompass the provision of financial and credit analysis, underwriting major proposals, monitoring large exposures, advising and supporting senior managers in financial assessments and some project work.

Graduate calibre candidates, probably aged in their 30's, should be an underwriting professional with 5 years experience of managing a wide portfolio of loans including large exposures. A clearing bank or a financial services company background will be ideal.

Excellent written and verbal communication skills are important as there will be much liaison and contact with the national Branch network. Sound commercial judgement, drive and a positive business attitude are essential in this senior demanding role.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, M. Gould, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB. 071-734 6852, Fax: 071-734 3738, quoting Ref: H13122/FT.

Credit Manager

London,

c.£37,500, Car

Hoggett Bowers

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NEWCASTLE, WINDSOR and EUROPE

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c. £40,000

This London based oil company has substantial production revenue, is involved in several significant developments, including its first as operator, and plans to invest \$400 million in the UKCS over the next five years. It now needs a top calibre accountant both to lead its joint venture accounting team and to assume an increasing level of responsibility for the day to day running of the accounts department.

You will enjoy a high profile and wide workspace which includes the financial control of the company's interests in two major North Sea developments. The accounting system has recently been streamlined and you will have the chance to enhance procedures further.

The remuneration package is particularly competitive and includes a quality car and attractive share scheme.

Please telephone or write with CV in complete confidence to: Sue Jaggar, Director, Simpson Crowden Consultants Limited, 97/99 Park Street, London W1Y 3HA. Telephone: 071-629 5909.

Simpson Crowden
CONSULTANTS

"High Energy Business Role"

Thames Valley

Our client is a high technology world leader in the micro-electronic components market with a turnover of around £1 billion.

The European Sales and Marketing Headquarters, based in the UK, has an opportunity for a visionary business controller.

Reporting to the European Finance Director you will be responsible for business planning, activity costing, forecasting and performance measurement. In addition you will be managing the business planning organisation both in the UK and Germany. The ideal candidate, in their late 20s or early 30s, will be a qualified accountant with a successful technical and management record within the commercial sector.

Applicants should be strategic in outlook, result orientated and with a communicative and persuasive management style. Good PC and system skills are also essential, as is a genuine international perspective.

As part of the succession planning programme it is envisaged that applicants should be capable of fulfilling the Director's position in the future.

Candidates should apply, with full career and salary details, to R.M. Bruce, Mercuri Urval Limited, 1-4 Portland Square, Bristol, BS2 8RR, quoting reference 125/81.

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(DESIGNATE)**

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We are seeking to recruit a Financial Director (designate) to join the senior management team in continuing to consolidate and expand the company's business activities in all areas.

The ideal candidate will be aged 28-35 years, five or more years ACA qualified and with relevant financial services industry experience. They will have the enthusiasm, stamina and resilience to contribute to the aspirations of the senior management team, coupled with a willingness to do anything as required in a small company.

Company benefits include competitive salary, incentive scheme, quality car, an excellent pension scheme, private health care, and mortgage subsidy.

Please reply in writing with full CV to Veronica Burwood, Personnel Manager, Guinness Flight Global Asset Management Limited, 32 St Mary at Hill, London EC3P 3AJ.

HEAD OF FINANCE

RATCLIFFE ON SOAR POWER STATION

c£30 K

PowerGen is one of the three main Generating Companies created from the Government's plans for the privatisation of the Electricity Supply Industry in England and Wales.

As Head of Finance at the Ratcliffe on Soar Power Station, one of our major Business Units, you will become responsible for all the Station's finance activities. Reporting to the Commercial Manager, you'll play a key role in formulating important commercial decisions, the man figure in developing the Station's business systems and management information reporting to meet the challenges of our new area.

In doing so, you will call upon your extensive knowledge of modern financial techniques and practices, your experience in developing computerised management information systems, your ability to communicate at all levels and your experience of managing a specialist team.

You'll have a professional accounting qualification, preferably Chartered, supported by a number of years' senior financial and management accounting experience, ideally gained within a plc environment.

In addition to an attractive salary and benefits package - which includes relocation assistance if required - you'll have the pleasure of working in a pleasant rural area less than 2 hours away from London by train.

Interested? Please write, enclosing your full cv with current salary details and quoting reference

PV 128/91 to Mr J Field, Station Manager, Ratcliffe on Soar Power Station, Nottingham NG11 0EE.

Interviews will be held on Tuesday 19th March 1991.

PowerGen is committed to Equal Opportunities.

**Finance Director**

WIGAN

c. £43k + Car

With a turnover in excess of £100 million, Shearings is the market leader in coach holidays, each year providing UK and overseas travel and accommodation in over 500 hotels for over ½ million tourists.

This new position as our Finance Director offers exceptional opportunities to contribute to the strategic development of a company which has recently integrated its Transport and Holidays businesses.

Naturally, we're looking for a qualified and experienced Senior Accountant who can take responsibility for financial and accounting functions. However, just as importantly we need someone with a wealth of ideas, imagination and energy.

Perhaps currently head of a financial team in a small multi-site company, or an up and coming Finance Controller, you're now looking for a move that will bring greater challenge, motivation and reward.

Reporting to the Managing Director, it goes without saying that you must be used to making sound commercial decisions and possess the persuasive leadership skills that will inspire your colleagues.

Apart from the professional satisfaction of a fulfilling career, the financial rewards and benefits are substantial.

If you have the drive and enthusiasm demanded by this post please write to Jane Burke, Personnel Controller, Shearings, Miry Lane, Wigan WN3 4AG.



The Rank Organisation

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Please reply with full CV to:
Paul Collin FCA
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Hathaway House, Popes Drive
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Tel: 081-346 6446,
Fax: 081 349 3990

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Manchester M1 1HE

ACCOUNTANT

A growing International Property Group has expanded its interests in an established UK Property Company and now seeks an ambitious, newly qualified accountant to assist the Finance Manager to create a full accounting, treasury and planning function.

Principle responsibilities to include:

Management reporting
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Fiscal & legislative compliance
Supervision and control of the accounting department.

Salary c£23,000 plus benefits.
Applications with CV to Box H8156,
Financial Times, One Southwark Bridge,
London SE19HL

**ZAMBIA NATIONAL COMMERCIAL BANK LIMITED
(REGISTERED COMMERCIAL BANK)****CHIEF ACCOUNTANT - INTERNATIONAL BANKING DIVISION**

The Bank wishes to recruit a Chief Accountant for its International Banking Division in Lusaka, Zambia.

THE RULE:

- Responsible to the Director of International Banking Division for all accounting/control functions of the Division.
- Manage the foreign currency funds of the bank in a prudent and profitable manner.
- Control the foreign currency accounts of the Bank with various correspondent banks.
- Supervise the reconciliations of nostro accounts of the bank.
- Develop and maintain meaningful management information system for the Division.

THE QUALIFICATION:

- A graduate, ideally 35-40 years old, with an ACIB/ACAA/ACCA qualification.
- Have in depth experience in the accounting functions in the International banking department of a commercial bank.
- Have experience in computerised operations.
- Be highly motivated with strong leadership and intellectual qualities.
- Be able to demonstrate first class technical and interpersonal skills.
- Be able to motivate and train other staff.

Remuneration package for this position include highly competitive salary, induction allowances, company car and several other perks enjoyed by expatriate staff in Zambia.

All replies in confidence with full C.V., indicating suitability to the position advertised, and copies of academic/professional qualifications should be addressed to:

The Managing Director,
Zambia National Commercial Bank Limited,
c/o London Branch,
19/23 Moorgate, London - EC2R 6AR

To reach us before 31st March, 1991.

(No Agencies)

District Director of Finance

£36,000 p.a. plus up to

20% performance related pay and other benefits

An excellent career development opportunity now exists for an enthusiastic, innovative and qualified accountant, with experience at a senior level in large public or private sector organisations, to succeed our present Director who leaves in May.

The role is to ensure that the £57 million we spend annually is used to best effect and to help lead the organisation through the complex and challenging changes in the 90's, consequent upon the NHS reorganisation.

Winchester is a progressive, growing District serving a population of 212,000. We have a record of innovation and achievement particularly in Resource Management, Information Technology and Quality Management.

Further information and application form available from District Personnel, Kings Walk, Silver Hill, Winchester SO23 8AS. Tel: 0962 826280.

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Top professional firm located in the "city" are seeking to strengthen further an established team through the appointment of an additional Corporate Financier. A Chartered Accountant in your early 30's, you will boast an impressive portfolio of academic achievements and a comprehensive understanding of cross-border M & A, MBO's and rights issues. Linguistic ability would be a distinct advantage. Ref: MS161

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Pre-eminent service/distribution company located in Southern house counties. Due to internal restructuring, the position of Finance Director has been created. A graduate Chartered Accountant, the successful candidate will demonstrate considerable expertise in the control direction of the commercial affairs of a substantial publicly quoted company. It is of prime importance that the appointee will be engaged in a main-board appointment currently and be seeking further career advancement with a prestigious market leader. Ref: VD160.

For further information on these appointments, please contact **MURK STEWART** on (071) 938-1022 quoting the respective reference. Alternatively, forward your career resume to **CASWELL ABBOTT EXECUTIVE SEARCH & SELECTION**, 12 Kensington Church Street, London W8 4EP.

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Tel: 061-236 1553

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Tel: 031-225 7744

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